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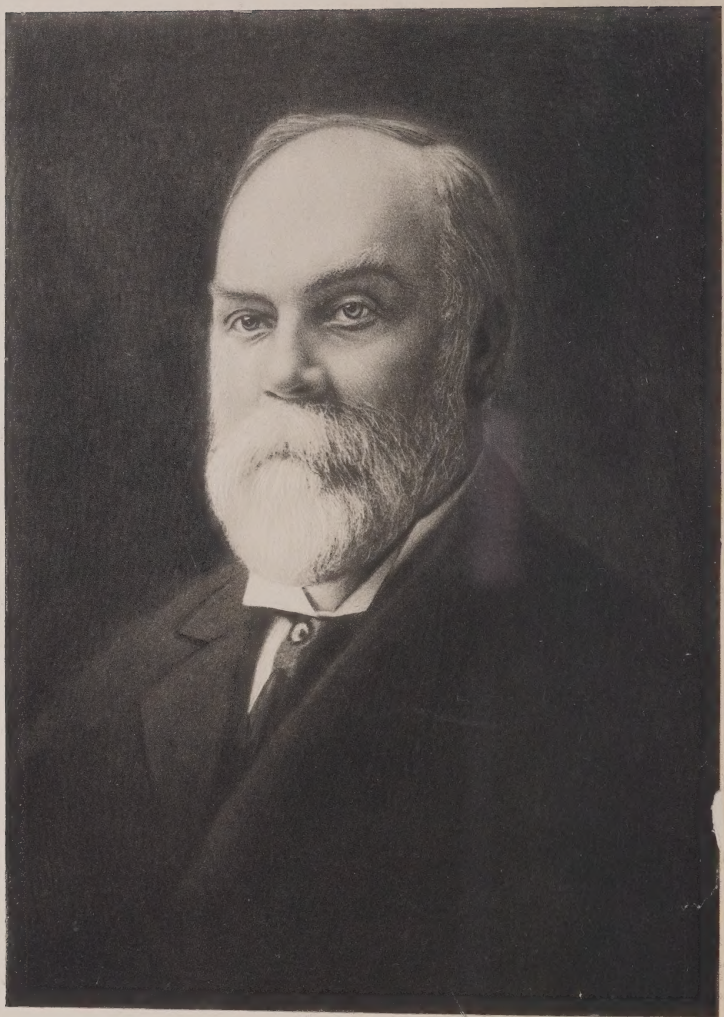
Timothy Eaton



A.W. Elson & Co, Belmont, Mass.

TIMOTHY EATON

TIMOTHY EATON

BY GEORGE G. NASMITH

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TO
MRS. TIMOTHY EATON

Foreword

THOUGH romance has thrown its glamour over the great explorers and adventurers who penetrated the primeval forests and plains of Canada in the centuries after Jacques Cartier, comparatively little has been written about the great Canadian pioneers of the nineteenth century.

What was the incentive that drove these adventurous explorers into the uncharted Canadian wilderness? We have almost forgotten, or feared to admit that it was trade—the development of new sources of wealth in the fur trade, and later on in the product of mine and forest. The lure of gold, linked with love of adventure, has ever been the stimulus which has impelled thousands from the British Islands to penetrate the impenetrable jungles, to scale the unscalable mountain ranges, to traverse the illimitable prairies, to cope with impossible

odds the world over. And it is this spirit this love of adventure, this fearlessness of death, this insatiable desire to fathom the unknown, coupled with the lure of trade, which has given us a wealth of romance and adventure and achievement such as no other nation has had since the time of the ancient Phoenicians.

We can see the romance in those bygone centuries; it is far more difficult to get a true perspective of life in the last fifty years and to portray effectively whatever of romance and adventure there may be in Canadian life.

Yet in the realm of commerce in Canada during the last half century there is one name which stands by itself—the name of Timothy Eaton. He blazed a new trail through the wilderness of trade just as the great Canadian explorers in the past blazed paths through Canadian forests,—a trail which thousands have followed until now it has broadened into a great highway.

When he came to Canada, men worked from early morning till late at night; little con-

sideration was given the worker, individually or en masse. He left it in a period transformed by the changes brought about by the adoption and practice of his business principles.

Timothy Eaton, by universal consent, is called a great success. But his success was, as in most cases, the result of mental exertion. It came slowly by painstaking effort. His life is a fine example of what high ideals united with courage, tenacity, ability and hard work can accomplish, even in what may sometimes be considered the unromantic realm of Commerce.

The author feels that the life of a great man such as Timothy Eaton undoubtedly was, should be recorded before the available biographical material has been lost. Already several of those who have contributed valuable information have passed away.

To scores of others the writer is indebted for the data from which the book has been compiled.

GEORGE G. NASMITH.

TORONTO, 1923.

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Timothy Eaton

CHAPTER I.

At the Close of the Day

BENEATH one of the tall, ferny birches which cast a pleasant shade over the woodland path sat an elderly gentleman with striking features. The face was obviously that of a man of indomitable will and extraordinary personality. Beneath a prominent forehead keen blue eyes glanced from under shaggy eyebrows. The resolute jaw and mouth which betokened a hard but generous fighter were scarcely concealed by greying whiskers. Otherwise it was an enigmatical face,—there was nothing in his appearance to indicate what he might be in the business or professional world, but one would readily surmise that he was more than likely to be a man of outstanding importance in his own sphere.

Through the woods he could get glimpses of the still waters of Lake Rosseau reflecting blue summer skies and softly floating clouds. The sights and sounds of springtime were still in the ascendant although the delicate colors of the early foliage had merged into the deeper green of summer. Blackbirds cackled down by the shores: robins vainly labored to satisfy gaping beaks projecting from a nearby nest; a goldfinch trilled and warbled to his mate in full-throated ecstacy; squirrels leaped recklessly from bough to bough in exuberant spirits; bumble bees, gilded flies, slender-waisted hornets and many other insects darted and flashed about in the sunny glades; gorgeously painted butterflies flitted erratically from flower to flower. The air was laden with the sweet and pungent odors of the woods and fairly throbbed with the communal song of nature.

A queenly woman with lovely white hair drawn becomingly back from her forehead came slowly down the path. She was gowned in

some soft clinging grey fabric. A cluster of iris in her girdle as blue as her eyes added the touch of color necessary to complete a study in perfect harmony.

"Mother! Mother!" the gentleman called. "Come here!"

The lady seated herself on a bench beside his wheeled chair.

"What is it, Timothy?" she asked, putting her hands affectionately on those of her husband.

"Listen, mother—just listen to that! Isn't it wonderful!" he exclaimed, and then added wistfully: "If Heaven is better than that, mother, it must be grand."

In the city of Toronto a hundred miles from that summer place a great business employing thousands of men and women buzzed with life and industry. The great store and the huge factories, warehouses and shipping stations comprised one organization, the creation of the man who sat in the wheeled chair in the Muskoka woods. At the main entrance

of each one of the buildings was a modest sign: The T. EATON CO., Limited.

The man whom his wife called Timothy was Timothy Eaton. In the course of the previous thirty-seven years the great establishment in Toronto had been constructed by him alone. It was his product, the creature of his imagination. Into his great warehouses vast quantities of merchandise from every corner of the globe poured daily to be distributed from them to every part of Canada.

This business, the greatest retail business in Canada, had not been evolved by Timothy Eaton for the sole purpose of making money. He had in mind a nobler object than the mere acquisition of wealth for "Service to the people" was his ideal. He purposed to give the public better service and greater value for their money than they had ever received before. Believing that the business methods of the day were unsound and wasteful he set himself the herculean task of righting them and his success exceeded even his own most sanguine dreams.

AT THE CLOSE OF THE DAY

In the winter following Timothy Eaton was gathered to his fathers. We do not know whether he found Heaven as "grand" as a June day in Muskoka. The birds that sang and chattered that spring morning have gone and nobody has recorded the manner of their going. But the name of the man who listened to them is a household word in Canada,—better known to-day even than that of Sir John A. Macdonald, the statesman to whose foresight is largely due the very existence of that Canada.

Timothy Eaton is a name which stands not only for a man or a business but for an idea. It stands for fair dealing and for rugged integrity. It exemplified well the truth of the saying that "a good name is rather to be chosen than great riches," for upon the character of Timothy Eaton and the faith which he was able to inspire in the Canadian public was founded the greatest retail business in the Dominion and one of the outstanding organizations of its kind in the world.

CHAPTER II.

An Irish Mother's Charge

ON the road to Ballymena in the townland of Clogher in Ulster a spacious and comfortable white farm house lay snugly behind a group of tall green pine trees. White farm houses are numerous in County Antrim and the other northern counties of Ireland just as the hawthorn hedges growing on the road side dykes in Ulster are much the same as the hedges in other parts of Ireland. But though to outward appearances this particular farm house resembled other farm houses, the story of the people who lived in it was not the ordinary history of the average family living under rural conditions in Ulster. The story of that family is one which is intimately interwoven with the commercial development and prosperity of Canada.

AN IRISH MOTHER'S CHARGE

It was early May. The hawthorn hedges along the roads and lanes of Antrim were white with blossoms and the air was heavy with their perfume. Beneath the hedgerows, cowslips, mayflowers and violets made little splashes of color in the bright green grass. Summer clouds drifted lazily across the blue sky into which larks spiralled with delirious song.

By an open window in that farm house a woman sat knitting, ever and anon raising her eyes to look across the landscape that was so beautiful and full of promise. Her face was strong and wholesome rather than pretty,—the type of face that would grow handsomer with advancing age. She was perhaps thirty-nine with the pink and white complexion of a typical Irishwoman, a mouth expressive of lurking humor and a broad white forehead that appeared even whiter because of her almost blue-black hair, which also seemed to add depth to the color of the frank blue eyes.

The sound of approaching hoof beats drew her attention and as they drew nearer she look-

ed up to recognize the Presbyterian clergyman riding up the lane. Dismounting he tied the horse to a convenient post, approached the house and reached for the knocker, but as he did so the door opened and the woman held up a warning finger.

"Don't wake the baby, Minister," she said, "I saw you coming and I knew that that terrible rap of yours would raise a storm."

"Good-day, Mrs. Eaton. I hope I see you well."

"Very well, thank you. Won't you step in?"

"Thank you. And how is the baby?" asked the minister as he deposited his hat on a chair. "Doing well, I hope?"

"Doing splendidly; he has never been sick a minute, and he is a good baby."

"I was riding over to Ballymena and I just thought that I would drop in for a minute to see how you and the bairn were getting on."

"That was kind of you. Everybody seems to be so thoughtful. I suppose it's because my husband went away before the wee lad came."

"Nothing of the sort. Nothing of the sort. All people are kind if they are only given a chance. You would be the same yourself."

"Sure, I would and I have. But somehow it seems so different this time."

"Well, circumstances do alter cases. Of course the neighbors haven't forgotten that the inflammation your man contracted through exposure when helping them has made the lad fatherless. These Antrim people have all good hearts but they don't often wear them on their coat sleeves. What do you intend to call the boy?"

"I have hardly decided yet. As you know the three older lads are called Robert, John and James, and my good man said one time in his joking way: 'The next boy will have to be Timothy.' You will remember that his favorite books in the Testament were John, James and Timothy."

"And a right good name, too! You couldn't do better," exclaimed the minister. "Where is the little fellow? May I see him?"

"Sure! come with me," said the mother, leading him into the next room.

The minister gazed upon the rosy faced infant sleeping soundly in the cradle. "His father's child," he exclaimed. "A regular chip off the old block." Then his eyes fell upon a Bible resting on the table and picking it up he opened it at Paul's Epistle to Timothy.

"Listen to this," he said, and read aloud: " 'Paul. . . to Timothy my own son in the faith,' . . . 'This charge I commit unto thee, son Timothy . . . war a good warfare, holding faith and a good conscience, which some having put away concerning faith have made shipwreck.' " The minister stopped reading and closed the book.

"If he lives up to Paul's injunction to the other Timothy he will be a joy to his mother. God bless the little lad and may he grow up to be all you would have him be. Good-day, Mrs. Eaton."

The mother followed him to the door. The

minister put on his hat, mounted his horse and waving a friendly adieu rode away.

The widow watched him until he disappeared then, closing the door, she went again to the inner room to look at the sleeping infant. "It sounded like a benediction," she murmured. "Timothy," she repeated to herself several times. "It is a good name,—yes, it shall be Timothy."

And so on a spring day Timothy Eaton received his name.

CHAPTER III.

On an Ulster Farm

THE County of Antrim in which Timothy Eaton was born includes the north east corner of Ulster which is washed on three sides by the restless waters of the North Channel. A line of low mountains running north from Belfast comes close to the sea beyond Larne, and near where the mountains approach the sea is a six mile strip of land intersected with short water courses known as the Glens of Antrim. In past centuries the glens were under the Lordship of the M'Donnells, the 'Lords of the Isles'. Legends link together the coasts fringing these narrow seas and in fact the Irish spoken here by old men in sound and idiom is said to be not far removed from the Highland speech.

On the dark heather clad slopes of Slemish,

"These cultivated lands, though not highly fertile, are well tilled."

the most prominent mountain lying on the landward side of the hills, young Saint Patrick, then in captivity, herded his master Dichu's sheep. The lone glen country with its hills rising green from the sea and carpeted with wild flowers is in striking contrast to the prosperous cultivated areas on the west of the mountains draining into Lough Neagh or the River Bann,—country with thriving manufacturing towns like Ballymena and Ballymoney. These cultivated lands though not highly fertile are well tilled; the inhabitants are great workers possessed with an intensely restless and courageous spirit. No man gets a living from the land easily in Ulster, and in spite of the fact that all have to fight the same battle with hard weather, it is a striking circumstance that the farmer population in general, though not rich, is moderately well to do. Besides the fine coastal scenery of Donegal, Londonderry and Antrim, Ulster contains lakes such as Lough Neagh which on bright days are gorgeous sheets of shimmering blue;

and strangers who have travelled far and wide say that the loveliness of a fine day in Ulster cannot be surpassed in any other country in the world.

Two miles north of Ballymena the Eaton farm lay on high ground commanding a magnificent panoramic view of the highly cultivated valley of the river Braid with Slemish in the distance. After her husband's death Mrs. Eaton, with the assistance of her boys and girls, was able to operate the farm successfully. This was a remarkable achievement and showed that she must have been endowed with more than ordinary ability, for the Eaton farm, consisting of forty acres, was twice the size of the average Ulster farm. The Eaton family as a matter of fact was in quite comfortable circumstances. Though many houses in that region were of only one storey their house was of two storeys. They also owned a driving car with springs, which was an uncommon possession at that period.

"Two miles north of Ballymena the Eaton Farm lay on high ground."

Young Timothy had a wonderful time on the farm. In the natural course of events he had the usual illnesses of childhood and afterwards forgot them so completely that when he grew up he said, like other men, that he had 'never been sick a day in his life'. He chased the geese, battled with the gander, gathered hens' eggs, brought home the cows, hunted birds' nests and lived the same life of romance and adventure as most small country boys do the world over. He also had to perform the usual chores which country lads do about the farm and through which they gradually learn the art and science of farming. And there in the distance the boy could always see those wonderful heather-clad, purple hills with Slemish silhouetted against the horizon—mysterious Slemish with its mists and its drifting clouds that marked the end of the world to the little lad.

A new life opened up for Timothy when he began to go to the local National School. In winter he came home by twilight, for

it was dark by half past four. But spring—which began early, for the potatoes were planted in March,—was to him the most wonderful time of the year. On the way from school he had the thrill of discovering the first violets and primroses on the roadside dykes. In the month of April he saw the whins or furze showing golden yellow patches in the fields but when the hawthorn hedgerows were heavy with snowy blossoms it became a world of enchantment. Under such circumstances it was inevitable that Timothy in those early years should have absorbed a great deal of knowledge about farming and developed a love of nature and out-of-doors that never left him. He liked going to school; there were a good many other boys and girls there, the teacher was kind and the lessons were interesting. He learned to read and write and he studied arithmetic. There were no 'frills and fads'—so-called—in those days. The different classes sat on long benches and one

class recited while the others studied. Outside it sounded like a gigantic beehive.

Timothy had the healthy love for animals that all normal boys have and he was the proud owner of a collie dog which used to help him bring the cows home. From two stout hawthorn shafts, a pair of wheels and a box, he made a cart for his dog and with some assistance he manufactured a set of harness from pieces of strap stitched with cobbler's wax twine. The fastest horse he ever drove behind failed to create half the thrills that Timothy experienced in careering along the country paths behind that galloping dog. One summer evening as the pair trotted sedately homeward after an exhilarating gallop another dog, taking a doubtful advantage of a difficult situation, and urged on by his owner, made a flank attack on Timothy's collie. In an instant there was a revolving mass of dog rolling hither and thither on the road inextricably mixed with cart and harness. The dogs having taken a firm grip on one another and refusing to

part company could be separated only by Timothy adopting the direct and feasible course of choking his own dog and at the same time kicking the wind out of the other.

Under the best of home influences and such wholesome surroundings Timothy grew up strong and healthy, laying the foundation of that powerful physique and rugged constitution which was to stand him in such good stead in his later and more strenuous years. On market days he sometimes drove to Ballymena with his brother and in that busy town with its polished brass door plates, interesting shop windows, factories, coal smoke, markets, and curious ways of trading he saw business transacted for the first time.

CHAPTER IV.

Ulster Characteristics

THE character of the people in Ulster and the character of the people in other Provinces of Ireland is remarkably unlike in many respects. There is no mountain range or other physical barrier between these peoples which might otherwise help to explain the striking differences between them.

It is generally believed that the character of a man is based largely on inherited family and racial traits and that these may be profoundly modified, exaggerated or even obliterated by early training and environment. Tradition, handed down, and habit developed early, probably exert a far greater influence on our lives than we care to admit. In Ireland religion, history and the mass of legends which have grown out of it, have had a remarkable, even

amazing influence upon the viewpoint, attitude and development of its peoples.

The first inhabitants of Ireland of whom we have knowledge were the Iberians from Spain, —people with long heads, dark hair and eyes and sallow complexions. The next invaders were Gauls, a Celtic race which came from northwestern Germany and the Netherlands.

In the twelfth century the Celtic people of the border districts of Scotland and England became mixed with Norman and Saxon who had invaded England several centuries before. In 1603 Queen Elizabeth instructed the Viceroy of Ireland, Lord Mountjoy, to bring the defiant Celts of Ulster to time—a task which he performed with such thoroughness that when he had finished, large areas remained without an inhabitant. From 1606 onward King James systematically planted these ravaged districts of Ulster with people from the border districts of Scotland and England who were, as stated, a mixture of Celt, Norman and Saxon. These

were Protestant people while the natives who had been driven out were Catholic.

Though intermarriage of Catholic and Protestant since those days has not been general, in Ulster there were numbers of Catholics who turned Protestant and married the colonists imported into Ulster and the reverse process also took place. There has also been a certain amount of intermarrying since that period with the people of Wales, North England and Scotland. It may be readily seen that the Ulster Scot, so-called, is not pure Scot, and probably contains as much Celtic and as little Teuton blood as the southern Irishman among whom a number of English colonies were established with consequent intermarriage.

Timothy Eaton's Presbyterian ancestors came to Ireland some time during the great plantations in Ulster, like thousands of others, and settled down among a native population that was naturally hostile. For the newcomers it was to be a long struggle against adverse conditions and it was this continuous resistance

to forces from without both physical and religious which has been such a great factor in the development of the Ulster people. The characteristics they so acquired through the centuries seem to have now become almost ingrained. Ulstermen have had to be industrious and frugal in order to live because they have had to wrestle with a difficult climate. They have become imbued with a pronounced love of their country. They have developed a remarkable love for liberty of conscience because they have had to fight to retain that liberty throughout the centuries.

Consequently the Ulsterman through inheritance and tradition has evolved and perpetuated certain striking qualities. He is likely to be blunt of speech, industrious and dogged of purpose; independent and self-reliant. He is a good hard fighter, best perhaps when the odds are against him; he has the spirit of the adventurer.

When Ulstermen come into an entirely new environment like that of the American contin-

ent it is not surprising to see that their racial qualities quickly assert themselves. In a land of almost unlimited opportunities like America characteristics of industry, independence, self-reliance and determination when coupled with solid character, are likely to carry a man far along the road to success. It is therefore not surprising to find that men who leave congested lands like England, Ireland and Scotland where opportunities for advancement are, comparatively speaking, rare, and who possess the necessary qualifications for success, begin to forge to the front when they come into a less restricted sphere. Freed from the old restraints, with few precedents to shackle them, and in a new and exhilarating atmosphere, most old countrymen with the average education and mental equipment become prosperous citizens while some of them go ahead in the new world with a speed that is little short of phenomenal.

Ulster has given to the world a number of remarkable men. Lord Dufferin and Lord Lawrence; the Duke of Wellington, Great Britain's

greatest fighter; Burke, her foremost orator; Swift, her premier satirist; Goldsmith, one of her gentlest poets, and nine out of the twenty-six presidents of the United States have been of Ulster descent—Jackson, Polk, Buchanan, Johnson, Grant, Arthur, Harrison, McKinley, Wilson. Taking them as a race, Ulster men in North America have through their ability, industry and strength of purpose generally made their mark, while their power to command has been widely proved, not only in war but in the political and business world of the United States and the British dominions. In the business world of Canada the premier place must be given to Timothy Eaton.

If, as is generally believed, the capacity and desire to accomplish enduring work is a measure of human greatness, Mr. Timothy Eaton was a great man. It is the usual custom to believe that only soldiers, statesmen, scientists, writers and artists can be great; yet many of the same high qualities of mind found in those classes of men are evident in the intellectual

equipment of the man who is able to obtain notable success in commercial life. Mr. Eaton's success was not only notable, but phenomenal.

The great business enterprise for which he was responsible did not 'happen'; it did not grow by mere luck. Every advance of this remarkable builder was the result of profound reasoning, a keen understanding of human psychology, and unswerving faith. How much hereditary qualities played in his success or how greatly his life was affected by his early training and environment none but Timothy Eaton himself could have said. Since he never discussed the question we can only deduce from his life and actions what their influences were. We do know that his native keen imagination pictured to him great possibilities in the future of Canadian commerce but each plan was subjected to the most careful scrutiny and to the keenest analytical dissection before he sought to make it a reality. It is true that in many cases he may have walked by faith rather than by sight but his faith was reinforced by inde-

pendent knowledge, by accurate observation of commercial conditions and by an intuitive understanding of the needs and desires of the public. There is not the slightest doubt that it required genius to create the kind of business which Mr. Eaton created in the times and under the circumstances in which he did create it. Mr. Eaton knew people, for he had studied them closely, and he had an intimate knowledge of their psychological processes. With his marvellous ability to appeal to them he built, with their support and approval, a monument which to-day stands as a mighty tribute to his genius.

CHAPTER V.

A Merchant's Apprentice

JOHN Eaton, the father of Timothy, was a fine type of northern Irishman, big in physique and great in heart. To his family he was a good husband and a kind father, and his neighbors found him a warm friend. In the year 1834 at the early age of forty-six while caring for a sick neighbor he suffered exposure as a result of which he shortly afterwards died. He left a family of four boys and five girls. The eldest son, Robert, was only eighteen years old and the second son, John, seven when their father died, while Timothy was a posthumous child. Mrs. Eaton was one of the Craigs, a family of good old stock and much of the mental ability of the family must be credited to her. Upon his deathbed in 1921 an old schoolfellow of Timothy Eaton wrote: "His (Timo-

thy's) mother was a great, good, noble, God-loving, charitable woman. His father died when young because, regardless of weather, he helped the suffering and the sick."

After Mrs. Eaton took charge of affairs her eldest boy, Robert, remained on the farm for seven years and then went to Canada, leaving his next oldest brother, John, aged thirteen, to carry on in his place. A characteristic incident about John illustrates the self-reliant spirit of the members of this family. Mrs. Eaton had a brother whom she was accustomed to consult about questions of farm management, one of the important problems being to decide just when the right time had arrived in spring for putting in the oats. She had arranged that her brother should come and do the sowing but for some reason or other he failed to come at the appointed time and the thirteen year old John went ahead and sowed the oats himself. This trait of self-reliance and confidence in his own judgment was something which the younger

brother Timothy developed to a remarkable degree.

After Timothy had sufficiently mastered the subjects taught in the National School his mother, desirous of giving him a broader education, sent him to the Academy in Ballymena. Discovering that her boy was not learning much at this school she paid the teacher a visit to point out that she would like her son taught grammar. His reply was:

"Very well, madam, have him learn it and I shall hear him say it."

Though Timothy attended the Academy for some time he learned little there and always said that he had 'got little good out of it.'

As a school boy he was evidently quite able to take care of himself for on one occasion, being teased by his school mates about his homespun clothes, he challenged the whole crowd and with his back to the wall fought the lot until they were thoroughly satisfied. "He was full of ambition, even to fight," a school mate wrote in describing those early school days.

Timothy was evidently a regular boy in other ways. He used to tell of his first—and only—experience in smoking. The tobacco in use at the time was black twist, a poisonous product, which only hardened smokers with powerful constitutions were able to use. Timothy, being quite inexperienced, made the experiment which most boys make, had a bad attack of tobacco poisoning, and never smoked again as long as he lived.

In the year 1846 Ireland was overshadowed by one of the darkest disasters in her history. The potato crop was destroyed by the blight, other crops were total or partial failures, and starvation accompanied by disease became prevalent throughout the land. It is doubtful, however, if the Eaton family suffered great privations at that time though the widespread suffering from famine and disease undoubtedly must have made a lasting impression on the growing boy.

One by one as they grew up the members of the Eaton family went to Canada. Robert at

the age of twenty-four was the one who blazed the trail and was followed later by the third son, James. The two brothers settled in St. Mary's in the Province of Ontario where three of their sisters subsequently followed them. John, who remained at home, took charge of the farm and spent the rest of his life in Ireland.

When Timothy left school at the age of thirteen he was apprenticed to Mr. Smith, a substantial drygoods merchant in Portglenone, a market town on the River Bann, one of the finest fishing streams in Ireland. Portglenone, a Protestant village, was separated by the River Bann from Glenone a Catholic village and became so notorious for the fights which occurred there on market days that for a generation the market was abolished altogether. There were no railways at that time and the River being navigable was used for bringing in merchandise by boat from other parts of the world.

Smith owned three trading boats on the River, and twelve wagons. His store, though

only twenty-four feet in width, was of considerable depth; at the rear it was four stories high and was used as a warehouse for the storage of flour, feed and other bulky materials. Almost every kind of merchandise was kept at Smith's including dress goods, clothing, groceries, hardware, millinery, liquor, drugs, flour, feed and many other commodities. Undoubtedly the knowledge which he absorbed during his apprenticeship about so many lines of merchandise came in useful when Mr. Eaton began to deal in them in Toronto some twenty years later.

Timothy was considered by those who knew him to be a clever boy and was of a decidedly inventive turn of mind. He built a hoist operated by hand which he used for elevating heavy material like feed to the upper floors of the warehouse. This economizer of energy, the first of its kind in the district, created a great deal of interest and in the opinion of the local people reflected a good deal of credit on the youth who made it. He had read in Cham-

ber's Journal of gas being made from coal and as a result of his experiments a retort was rigged up which generated sufficient gas to light the warehouse.

Timothy for a time slept under the counter in the shop; it was a convenient spot for the apprentice who had to work from early morn till late at night,—sometimes even till one a.m. on Sunday mornings. In those days of famine, pestilence, and national misery life could not have seemed rosy to the thirteen year old youngster living away from his own family. Probably little time was wasted at meals for the apprentice had to get back into the store lest he should miss a possible customer. On Ballymena market days he had to get up at four o'clock to serve out drams of liquor to the farmers driving to that market nine miles distant and he had to remain up to supply them with similar refreshment on their return late at night. The young boy was probably receiving impressions and forming decided opinions about the uses and abuses of alcohol.

When Timothy Eaton started in business for himself he absolutely refused to handle liquor in any shape or form, not improbably because of his experience in Portglenone as a boy.

Timothy's master, like other general storekeepers in those days, purchased waste rags and cloth from ragmen who followed that calling in the surrounding country. These lazy loafers, fluent of speech and ready of wit, collected rags from farm houses and gave in exchange some trifle like a row of pins or hooks and eyes and a morsel of gossip. If the gossip happened to be spicy they sometimes got bread and cheese. If the rags were good stuff they would throw in a gratuitous blessing when bidding farewell. In driving a bargain they knew to a nicety the value of praising the appearance of the children and the good looks of the housewife. When there was little to do in the store Timothy was set to work sorting these rags in which task he learned to distinguish the differences between cotton and wool. It was a dangerous occupation at that

period when typhus fever was rampant and lice, which spread the disease, were liable to be found in such rags.

Timothy instinctively revolted at rag sorting and on one occasion he went home protesting that he was through with business and begged to be allowed to remain on the farm which he loved. It was only when he reflected that his mother would forfeit a bond of £100 if he refused to complete his apprenticeship that Timothy consented to return to the shop, showing that his sense of fair play was evidently well developed even in those early years. He realized that a contract was a contract and he returned to Smith's to complete his own.

Manners in that period were different from what they are now; parents were stricter; discipline was believed in; children and servants were kept in their places and not permitted to get out of hand; and class consciousness was highly developed. The relations between employer and employed were not as they are today. The employer believed in being the

CHAPTER VI

The Land of Promise

IT is obvious that men and women are content to live where they are reasonably happy and, conversely, that whenever conditions become intolerable for any cause they emigrate to some new country in search of that contentment and happiness which the land of their birth is no longer able to afford.

That the people of Great Britain have not been contented with things as they were is shown by the countless millions of Englishmen Irishmen and Scotchmen who have emigrated to America during the past century. Every great depression in the agricultural or industrial world with its consequent lowering of the standards of living or increase in hardship has been followed by a great exodus of the population to new lands. From Ireland alone

during the last hundred years millions of people have emigrated. Because Ireland is largely a grazing country and therefore able to support only a limited population any depression or failure of crops is sure to cause privation and tends to squeeze out the surplus population.

A farm can support only so many people in comfort. It is therefore inevitable that some of the members of any large rural family in any country will eventually have to move either to the city or to another part of their own or some other country where there is a possibility of making a living. This is the situation in all European countries including Great Britain and it is true even in America where the West has been settled by people from the Eastern States and Provinces. When in addition to this normal displacement, there are periodical failures of the potato crop entailing famine among the poor; where there is oppression by landlords and bad government in general the reasons why there should have been

a steady flow of the people of Ireland to America are quite apparent. To people living in a country where famine conditions have sometimes prevailed, the tales coming home from relatives and friends in America about a land of sunshine and plenty, of room for all and boundless opportunity for those who were willing to work must have sounded most alluring.

Farming in the early part of the nineteenth century in Ireland was no sinecure. The climate is too wet and for that reason unfavorable for carrying on general agriculture with any great degree of success, while the tyranny of landowners who refused to live in the country was at its worst. Tenants, even in Ulster, would have been in the position of serfs had not their sturdy independence of thought and their religion,—inducing anything but subservience,—made them constantly resist the depredations of rapacious landowners. The Encumbered Estates Act of 1849 made matters even worse. Property was depreciated and

got into the clutches of speculators who raised the rents or evicted their tenants in order to make larger estates. They even burned down the laborers' cottages, increasing the misery and starvation already existing. In some cases the evicted tenants attempted to get even by hamstringing the cattle belonging to the landlords or even of the tenants who were hardy enough to occupy the farms of those evicted. Frequently the tenants took pot shots at the landlords from behind convenient hedges but there were comparatively few landlords killed in that way. An unpopular Irish landowner once remarked to an evicted tenant that the tenants in Ireland were, in his opinion, absolutely the worst shots in the world and it was known that he based his knowledge on personal experience.

We do not know how the conditions prevailing in Ireland about 1850 had affected the fortunes of the Eaton family; it is enough for our purpose to know that all Timothy Eaton's brothers and sisters with the exception of John

had gone to the New World to strike out for themselves. In Canada, which was just coming into its own,—the new country of few traditions, no landlordism, no religious feuds, and opportunity aplenty,—where hard work ensured a competence and hard work coupled with brains a reasonable amount of wealth,—where men were free to hew out their own paths in their own way,—tens of thousands of other Irishmen and Irishwomen were seeking homes and the opportunity for new life and happiness.

Wonderful stories had drifted back to Ireland of immigrants making gigantic fortunes in the fur trade; of farmers building railroads; of others without capital developing huge businesses in great American cities. Numerous sums of money sent home to provide comforts or to bring out relatives and friends to the new country gave color to the tales of universal success. There were no reports about failures of the potato crop or of wet seasons; of unripened harvests and lack of food; or of evictions and

cattle driving. But instead came glowing descriptions of hot sunny summers; of hard, frosty winters, of fertile soil and heavy crops; of plenty of work; of renewed hopes and great expectations for the future.

The history of Ireland, though exceedingly interesting, does not always make pleasant reading. It has been a history too full of feuds, repressions, famine and pestilence for that. From the year 1708 Ireland had been ravaged with one epidemic after another of typhus fever,—a disease always associated with famine and misery. This dreaded disease, transmitted by lice, assumed epidemic proportions in times of famine when poverty became general and overcrowding and lack of hygienic surroundings encouraged its spread.

At the beginning of the 19th century the population of Ireland was estimated to be about seven millions and during the year 1846-7 the number of sick was placed at one million, or about one seventh of the whole population. In Dublin alone six thousand

cases of typhus fever were recorded. In Canada and the United States there were severe epidemics of this disease following the Irish immigration of 1846 and 1847. In Ireland relief work for which the British Government voted fifty million dollars and other means for grappling with the twofold calamity of famine and disease were merely palliative devices. The greatest relief measure for the densely packed population was a vast emigration to the United States and Canada. Even this had its horrors.

"Thousands already weakened by hunger and suffering succumbed to the hardships of the passage; another multitude died on landing. Canada did all she could for the hapless strangers cast upon her shore. But ship fever followed the fugitives, and graveyards were filled with their dead. It was reckoned that more than two hundred thousand persons died on the voyage or on arrival at their destination. Few Irishmen, however prejudiced against England, will deny that the people of Great

Britain showed unbounded sympathy with Ireland in her affliction and did their utmost for her relief." Thus wrote Goldwin Smith.

Timothy Eaton was one of those who had the 'divine discontent' with things as they were. The years of famine and the general depression and misery everywhere resulting from it must have exerted a powerful influence on the impressionable youth and offered a violent contrast to those pictures of plenty and happiness in America.

To make a name and a fortune in the growing Canadian colony was probably an attractive prospect to the prentice boy who had doubtless stored away all the information he could obtain about Canada. At any rate when his apprenticeship had expired he had definitely made his decision, and taking the £100 due him for five years' work he bade farewell to his master at Portglenone, slipped Mr. Smith's parting gift of a silver watch into his pocket and departed.

Of the following two years in Timothy's

life there is no record. Whether he worked on a farm, or at some other business, no one seems to know. We do know that in 1854 he reached Ottawa and shortly afterwards arrived at his relatives' home in Georgetown, Ontario. There he found his eldest sister, Margaret Reid, with whom he stayed for a short time, and his other two sisters, Nancy and Sarah.

CHAPTER VII.

A Partner at St. Marys

AFTER remaining in Georgetown for a little while Timothy Eaton went to Glen Williams a village nearby where he worked in a small general store. Not finding this profitable, he moved to Kirkton with his sisters Sarah and Nancy and began his first business venture, a general country store combined with the local post office. The following anecdote shows that he was still quite a boy. One evening while he was helping with the harvest during a short holiday at his brother-in-law's at Georgetown he went to the pasture field to bring in a calf, but the calf being in a hilarious mood lashed out with its hind legs and caught Timothy squarely on the left wrist. Suffering from the pain the young man in great annoyance picked up a stone and

hurled it with such force and accuracy that it struck the calf behind the ear and felled it like a pole-ax. Timothy for the moment was alarmed lest he had killed the beast, but much to his relief it rapidly recovered and allowed itself to be led back to the barn a chastened and presumably wiser calf.

Robert and James Eaton had been established for some time in business in St. Mary's where they kept a grocery and dry-goods store. Timothy, after getting a certain amount of experience in keeping a small country store in a Canadian village, left Kirkton and formed a partnership with his brothers in St. Mary's, but this arrangement terminated shortly by mutual consent, Robert taking the grocery store and James and Timothy keeping the drygoods and millinery department. These two brothers carried on this drygoods store in St. Mary's from 1860 to 1868, a period of eight years.

The store of J. and T. Eaton was the usual kind of general shop found in the country districts of that day and, in fact, common enough

at the present time. Goods were bought by the customer either on credit or in trade for other commodities. If a farmer wanted cloth for a suit he might offer the storekeeper in exchange a quantity of wheat. The storekeeper would put a high asking price on the cloth; the farmer would put the highest possible value on his produce. Then the two would begin bartering, each trying to beat the other down and make the best bargain he could for himself. If wheat was not in great demand and the farmer needed the cloth badly he would probably end by giving the storekeeper more wheat than he had calculated upon doing. If wheat was in great demand the farmer could drive a better bargain.

There was no such thing as a fixed price; the value of time did not enter into consideration and the whole process of barter and exchange was most unsatisfactory, particularly to the inexpert customer. Real money was seldom obtained by the storekeeper who had in the end to pay real money for the goods he had

purchased from the wholesaler. In addition the storekeeper had then to dispose of the produce he had taken in to other agents, so that one sale frequently if not always involved a second deal.

It was obviously a wasteful sort of process. Even when the farmer brought his produce to the store and got credit for it on the books he was ultimately compelled to purchase his necessaries in the same store and go through the same process of beating down the asking price to a reasonable selling price. Nobody dreamed of paying the price first asked; the customer knew that the storekeeper did not expect to get it. The asking price was a fiction,—something to start from,—and the farther below it the buyer got the greater his satisfaction and the greater his bargain. Of course there was a cost price plus a percentage for overhead and profit below which the seller could not go and continue to carry on business. All that he could get above that price was 'velvet'. Naturally shopping was no child's play; it was

matching of wits in which the keenest brain came out best. But it was also a game in which the storekeeper was a professional and the buyer an amateur; as a rule it was not the professional who suffered.

These ways of doing business were quite unsuited to Timothy Eaton's temperament. He was too direct and too honest to want to take advantage of people less expert in business than himself. He believed that every article had a definite value to the customer and to try to get more than it was worth was dishonest, while to sell it for less than would yield a fair profit was foolish. The futility of the business methods in vogue set him thinking and he began to study ways and means of overcoming them. He had the faculty of seeing clearly to the very heart of a problem and of determining whether a principle was basically sound or one merely accepted by common consent. It was therefore not unnatural that a man of his indomitable will and clear insight into men's thoughts and their methods should mentally at least

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brush away those superfluous and superficial ideas commonly accepted in the business world.

He had plenty of time to think and unwittingly he was serving a second apprenticeship infinitely more valuable to him and business in general than he dreamed,—an apprenticeship which was in reality an advanced research in business methods of the time with constructive plans for its betterment.

Like his ancestors before him Timothy Eaton had been brought up a Presbyterian on the shorter catechism. But in old Ontario at that time there was a great development of Methodism, revival meetings were being held all over the country and men and women were being stirred by the personal appeals of Methodist revivalists.

Timothy's eldest brother had become a convert to Methodism before leaving Ireland and had married into a Methodist family. Timothy himself lived among Methodists and no doubt the question of doctrine was freely discussed as was the custom of the times. He attached

more importance to freewill and a man's power to determine his own destiny, which seemed to be characteristic of the Methodist doctrine on this continent, than he did to the Calvinistic doctrine of predestination.

For these and probably other reasons the Methodist form of doctrine appealed to him more strongly than the Presbyterian form and uniting with the Methodists in St. Mary's he remained a consistent and loyal supporter of the church till the day of his death.

In 1862 the most important event in the life of the young merchant took place. Sitting in the Methodist Church one Sunday morning he was tremendously impressed with the appearance of a young lady, a newcomer in town, who walked down the aisle with the bearing of a queen. Chills ran up and down his spine when he first caught sight of the stranger,—a Miss Margaret Beattie from Woodstock who was visiting friends. He quickly found out who she was and made several ineffectual attempts to meet her on the street.

"Something warned me that this young man was likely to prove dangerous and when he approached I always crossed the road to avoid meeting him," said Mrs. Eaton not long ago with a reminiscent twinkle in her eye.

Not at all discouraged Timothy bided his opportunity and a couple of weeks later met the young lady at a picnic, after which events moved on apace. There was evidently something very striking then as now in the appearance and bearing of Margaret Beattie for a young relative of Timothy's in St. Mary's, stirred to jealousy, remarked severely to her father that that Miss Beattie was 'proud and haughty'.

A year later Timothy entered into a life-long and eminently successful partnership with the attractive and charming lady who had so thrilled him at first sight.

The life of the young couple in St. Marys was a very happy one. Mrs. Eaton proved to be a wonderful housekeeper and did her own work in the little home. They were both fond

of company and frequently the young wife would mount her horse, canter to the homes of the friends she desired to invite to dinner, return and prepare the dinner herself for the expected guests. Both Mrs. Eaton and Mr. Eaton later in life voted the days in St. Marys to be the happiest of their whole life.

Three children were born there,—Edward, the eldest, Josephine and Maggie. Between the cares of the home, looking after the little people and occasionally lending a hand in helping her husband out of a difficulty at the store, Mrs. Eaton was fully occupied and happy. Timothy was making a living and something over and while he worked at business as it was then carried on he was working out his new ideas of business as he thought it ought to be conducted. Slowly but surely he was elaborating a code of business ethics and business principles 'based largely on the teachings of David in the Old Testament and Jesus Christ in the New'. He was not a 'churchman' in the sense that he took no active part in teaching or

preaching but he had a great reverence for the Bible and its principles. The mother's training and the early home environment grafted on his inherited character was telling and bringing results both in his life and in his methods of doing business. Every one of the business precepts upon which he subsequently and consciously placed so much stress and lived up to was worked out and fully elaborated in the little general store in St. Marys.

It was there, too, that Mr. Eaton discovered and learned to appreciate at its full value the keen intuitions of his wife and her ability to judge human character. To her shrewd, sound judgment of men and things he owed a great deal of his subsequent success. She was always ready and willing to help him. She could see no difference in so-called 'classes' of people. Work, in her eyes, was honorable in all and the kind of work made no difference. One day in St. Marys Mr. Eaton said to her: "Maggie, the farmers' wives say they will buy our bonnets if you will trim them,"—an indication that

Mrs. Eaton must have then had a style which had evoked their admiration. "All right, Timothy," she replied, "I will trim them," and next day she appeared at the store and trimmed bonnets while the baby played about her feet. She was interested in her husband and in his business, and if by trimming bonnets she could help him she was not only willing but anxious to do it. Incidentally there is little doubt but that those bonnets, judging by the faultless taste of the Mrs. Eaton of to-day, were the pride of their owners, the envy of the countryside and the best kind of advertisement for the Eaton Brothers' Millinery.

There is within most men a spirit of progress which prevents them being completely satisfied with a moderate degree of success. The Eatons were happy in their home life; they had congenial friends and they were making a decent livelihood: their little children were growing up strong and healthy. But ambition will not be wholly satisfied with such things. Men must work out their ideas if they

have them. Success is not gauged by a competency, and Timothy did not yet count his business a success. He had seen visions and he had dreamed dreams. His imagination was constantly at work on new methods of conducting business. He actually tried them out in St. Marys but the weight of public opinion in such a small place was against him. To carry out his plans necessitated a business in some large centre where the bulk of the people would be workers who were paid wages in cash. And so after eight years of partnership with his brother James, Timothy concluded that the time had come for him to make the move.

"Where will we go, Maggie?" he asked his wife.

"To Toronto," she said. And thus it was decided.

The partnership was dissolved and the assets divided. James kept the stock and remained in St. Marys. Timothy took the money and in the year 1868 came to Toronto

to put his theories into practice. The city was suitable for his purpose for Toronto in the year 1869 had a population of about 70,000, comprised almost wholly of English, Irish and Scotch. The Eatons took a house at 12 Gloucester Street, and Mr. Eaton formed a partnership with a Mr. Allison for carrying on a whole-sale drygoods business at No. 10 Front Street. However, it was not the kind of business which suited his purpose and after one year the partnership of Eaton & Allison was dissolved.

In 1869 the firm of Jennings & Brand was carrying on a wholesale drygoods business in Toronto; while Mr. Jennings at the same time owned and operated a small retail business at the corner of Queen and Yonge Streets. In 1869 Mr. Jennings decided to concentrate his attention solely on the wholesale trade and Mr. Timothy Eaton bought the retail dry goods business from him for the sum of $6,500. The deal was completed at Mr. Jennings' house, No. 17 Maitland Street, and a turkey dinner was

held in honor of the occasion. Young Brandon, Jennings' partner's son, a seventeen year old boy, was present, and claims to this day that it was the largest turkey he has ever seen before or since. During the meal he avers Mr. Jennings mentioned business.

"I never talk business when eating," said Mr. Eaton. "It affects digestion. Let's talk about church."

The boy took charge of the key till next morning when at 8 a.m. he, Mr. Jennings and Mr. Eaton took down the shutters. On that day the T. Eaton Company of Toronto was born.

CHAPTER VIII.

A New Idea in Business

THE City of Toronto Mr. Eaton believed would prove an excellent place for carrying on his great experiment in business. To make it successful he had to sell his goods for cash. It was also necessary to economize the time of his clerks wasted in the process of dickering. If he could manage these things he knew that his staff would sell more goods in a given time and that he would turn over his stocks more frequently. He had faith in the common sense of the people and he was convinced that the public could be made to see things as he did. Believing firmly in the power of advertising, Mr. Eaton began his business career in Toronto with a brief announcement which incorporated the fundamental principles embodied in the Eaton business as it is con-

ducted to-day, and which has been responsible for reforming the methods of doing business all over Canada. The first advertisement and announcement which appeared in the paper in December, 1869, read as follows:

1869.

RETAIL DRY GOODS.

BUSINESS SOLD

I have sold the entire stock of Dry Goods in the Britannia House, corner of Yonge and Queen streets, to Messrs. T. EATON & Co., who will continue the business in the same place, where it has been carried on for the past ten years, and bespeak for them the cordial and generous support of all my friends and customers, assured that they will conduct the business in such a manner as will give every satisfaction.

J. JENNINGS.

Toronto, December 8, 1869.

NEW DRY GOODS BUSINESS!

T. EATON & Co.,

Have purchased from Mr. James Jennings his

ENTIRE STOCK OF DRY GOODS,

At a very considerable reduction from the cost

price, which amounts to several thousand dollars, every dollar of which they propose to give to those customers who may favour them with their patronage.

With excellent facilities for the importation of their Goods from the British and Foreign Markets, they hope to secure a moderate share of public patronage. Nothing will be wanting on their part to secure this end, by the constant exercise of energy and attention to the wants of their customers.

They propose to keep a well-assorted Stock throughout the year in all

STAPLE HABERDASHERY

and other goods.

Sound Goods, Good Styles and Good Value, Will be points that will always have their attention. In the meantime, they propose to offer from the present Stock, by way of clearing it off rapidly, and making way for their Spring Imports, the following inducements:—

Over 4,000 yds. WINCEYS from 5c per yd.
Over 13,000 yds. FANCY DRESS GOODS, newest styles, from 10c per yd.

MOURNING GOODS, STAPLES AND FLANNELS,

Will be given at the same rates. A large lot of new

TIMOTHY EATON

VELVETEEN AND OTHER JACKETS,

VELVET BONNETS, HATS,

And all Millinery Goods, at EXACTLY HALF the market price.

We propose to sell our goods for CASH ONLY —In selling goods, to have only one price.

We invite an examination of our stock—and to all we offer our best services.

T. EATON & CO.

The advertisement included two things which were epoch-making at that time. These were: first,—all goods marked and sold at one fixed price and, second—goods sold only for cash.

This advertisement caused profound astonishment in the community. It was startling. It was amazing, even revolutionary in its nature. The majority of business men were inclined to think that this newcomer, Timothy Eaton, was mentally unbalanced.

To insist on cash for all goods disposed of, to refuse credit even to the best families in the city, and above all to have one fixed price plain-

ly marked for everything, were surely the hallucinations of a madman. Many business men openly said that T. Eaton must be crazy; that his methods could not possibly succeed; that the public would not stand such radical changes in their way of doing business. They smiled sagely and coughed behind their hands or shook their heads knowingly. They knew that this new business venture was doomed from the start. The ideas and ways of a community could not be changed in a moment, that was self-evident.

But the proprietor of the T. Eaton Company had made his decision; he had pondered on these radical measures for many years and he knew that he was right. Consciously or unconsciously he sensed the change which was coming over the buying public all over America and in his own mind he was quite sure that new ideas would succeed. Consequently he never wavered from the policy which he had laid down. He knew that the old style of business was fundamentally dishonest; he knew that

when the people once realized that fact and consequently that they had been paying too much for their necessities they would be with him.

The new method made it possible for a child to be sent to buy in the Eaton store instead of the shrewdest member of the family. All the child needed was the money and a description of the article required. T. Eaton wisely counted not on casual sales but on thoroughly satisfied customers. He wanted them to come back and he knew they would came back if they had confidence that his prices were fixed and reasonable. That he was perfectly justified in his conclusions time abundantly showed.

As it proved, the times in Canada were propitious for Timothy Eaton's venture. In the year 1850, five years before he came to Canada, there were only 55 miles of railway in Canada; in 1867, two years before he settled in Toronto, there were more than 3,000 miles of railways costing altogether $160,000,000. The canal system, comprising the Lachine, Ri-

deau system, Beauharnois, Williamsburg system, Richelieu, Burlington and Welland Canals intended to provide a water carriage system from the Great Lakes, was under construction. Shipbuilding was a thriving industry and prior to 1875 large numbers of wooden vessels were built. It is now almost impossible to believe that three years after Confederation Canada had the fourth largest mercantile marine in the world. She possessed at that time in inland and ocean going vessels 7,591 ships with a total of 899,000 tons. In 1868 forty thousand British and fifteen thousand foreign vessels with a 13 million tonnage registered in the ports of Canada.

Steam as a method of propelling ocean going vessels had come into existence and by 1852 the Cunard and Allan lines were operating vessels to and from Great Britain.

The remarkable advance in the material progress of Canada at the period of Confederation seems to have been due to the development of means of transportation and to agriculture.

Little as yet had been done in manufacturing but a beginning had been made. In 1871 there were 270 cloth making establishments and 650 carding and fulling mills, though seven million yards of cloth were still being made by hand looms of the country. In the same year there were only 8 cotton mills in existence in Canada.

The total population of Canada in 1870 was two and a half millions half of whom were in Canada east of Ontario. The irresistible inflow of immigrants, largely from Great Britain, was responsible for this steady expansion in Canada and they made the best type of citizen.

In the year 1842, eight years after Mr. Eaton was born, Toronto contained only 13,000 people. In 1860 Toronto was the third largest city in Canada with a population of 45,000. In 1870 the population had increased to almost 70,000 and was still growing rapidly. The new Georgetown railway had just been completed and huge areas had been opened up

"If Mr. Eaton picked the location deliberately . . . it proved to be a masterly stroke and indicated remarkably good judgment."

for Toronto business houses to exploit. The main lines of the Grand Trunk and the Canadian Pacific Railways ran through the city; there was an excellent harbor for boat traffic passing through the Great Lakes and the Welland Canal.

The main wholesale district of Toronto was included in the district bounded by York Street, Jarvis Street, the Bay and King Street, the latter being the most important retail street and containing the finest shops in the city. The buildings in the wholesale district and many of those on King Street were of substantial construction, frequently built of stone and not unpleasing from the architectural standpoint.

Yonge Street running north from the Bay and King Street running east and west through the city, both of them old military roads, intersected the main business section of the city. A large part of the residential district lay north of Queen Street and consequently people had to reach the shopping district by the thoroughfares running north and south. The chief of

these being Yonge Street. The T. Eaton Company store on the corner of Queen and Yonge Streets was, therefore, well located for intercepting people on the way down town to the main shopping district. If Mr. Eaton picked the location deliberately with that end in view it proved to be a masterly stroke and indicated remarkably good judgment.

The villages surrounding Toronto such as Hogg's Hollow, Thornhill, Weston, Richmond Hill, Rouge Hill and Cooksville could be reached daily by stage coaches which left at regular intervals, usually from some hotel. In the year 1861 the regular Williams line to Yorkville had been superseded by horse-drawn cars leaving every half hour from King Street opposite St. James Cathedral. In the Directory of 1875 the following abbreviated account of conditions in Toronto appeared:

> "... During the past year Toronto has increased proportionately faster than in any previous year, even not excepting the era of the Russian War when bountiful harvests and war prices gave her the com-

mand of enormous capital which she invested in making additions to her built area . . 700 buildings erected in the past year, at an estimated cost of $3,000,000 . . . population increased 6,000 souls . . To the enterprise of her citizens and the rapid development of the Province, Toronto attributes this wonderful rapidity of growth. The new railways with their connections which are piercing and opening up the vast territory to the north; the rise of inland towns; the annual anabasis of immigrants to back settlements and the general prosperity with which Ontario has been blessed—these are the powers which are moving the City like magic . . .

New waterworks system . . the pipe from the Island, 2½ miles in length, was successfully laid in October . . . Hundreds of men were employed in laying nearly fifteen miles of piping through the City, and hundreds more in constructing an enormous reservoir in the northern outskirts. It is believed that the works when completed will be capable of supplying a City of 120,000 souls with water necessary for house and fire purposes. Arrangements have been made by which, supposing the pumping machinery to collapse or get out

of gear, the usual maximum can be kept up for days, so that the citizens may rest secure in the belief that they are protected from the calamities which have fallen upon other cities by reason of the temporary derangement of their water supply. . .

On Front and Wellington Streets warehouses have been erected which are second to none on this continent in capacity and architectural beauty. The Phoenix Block, after undergoing two severe trials by fire, seems to have obtained a long lease of immunity, and the wholesale stores which it contains are among the wealthiest marts in the city. McMaster's Block, the new Custom House, the new Printing Office of Messrs. Hunter & Rose, the batch of splendid hotels which have lately sprung up in proximity to the Union Station, and the long range of new stores extending from Yonge Street, present an appearance to the stranger on landing infinitely more inviting and promising than the dreary sight which struck his gaze three years ago, when the Esplanade and a wide margin on the rear were dotted with here and there a good building, while the gaps between them were occupied by old fashioned stores and tenements which made their modern

comrades look ridiculous in their company. The neighborhoods round about the Grand Trunk and Northern workshops are being filled with stores and dwellings for the accommodation of the large additional force of men employed there and in the foundries, machine shops and factories dotting the whole western area.

Fifty years ago the site of St. Andrew's Market was an apparently hopeless swamp which the denizens of little York regarded pretty much as we regard the great Gum Swamp in North York. In a short time, new life will be given to a neighborhood already of exceeding vitality by the completion of the Credit Valley Railway, which will make the flourishing towns of Galt, St. Thomas and the wealthy section of country intervening, tributary to Toronto, furnishing us at the same time with the most direct route to Chicago and the North West. The importance and value of the benefits which this great undertaking will confer on the city are incalculable.

Hard upon the Garrison Commons which soon must doff whatever of faded military garb they now wear, stands the Central Prison, a magnificent pile of buildings, costing nearly half a million

dollars . . . The prison labor is employed in the works of the Canada Car Company which pays the Province 55 cents a day for adult labor, benefitting the Province and the unfortunate prisoner at the same time . . . New Knox College is in course of construction . . .

Seaton Village, like Yorkville, Leslieville and Brockton, will soon be engulfed by the City. The inhabitants of those suburbs hesitate to cast in their lot with Toronto, in view of the additional taxation which will be entailed upon them; but when the new Waterworks are completed and they find that the growing claws of the City are surrounding them, they will no doubt capitulate with good grace.

St. James Cathedral has a new spire and adornments, the highest on the continent —318 feet. It was partially destroyed by fire in 1849 and partially rebuilt in 10 months. . . Grand Opera House was built the past year. The Royal Opera House, King Street West, is on the site of the Royal Lyceum which was burnt down. The Queen's, nearly opposite the Royal, is vaudeville. The Academy of Music is on Colborne Street. . . The New Post Office

on Adelaide Street and the imposing blocks now in course of erection opposite, have beautified what was once a somewhat dreary locality. . .

The City is growing west and leaving the east . . . The Nipissing Railway, with its terminus in the east end . . . which is being rapidly extended as the settler pushes northward, has given a vast impetus to the carrying trade of the City, and the new wharves at the terminus at the corner of Berkeley Street and the Esplanade are crowded in the months of navigation by shipping and immense cargoes of lumber and produce. . . A statue of Queen Victoria, by Marshall Wood, occupied a position near the Russian guns at the head of the Avenue. But the sculptor and the City Fathers could not agree upon the price, and it was removed . . . Westward to Simcoe Street and thence southward are the Parliament Buildings, old fashioned and altogether out of date and capacity . . 12 miles of street railway accommodation. . .

In the Directory of 1880 the population of Toronto, together with those of the surrounding villages, is given as follows:

	1879	*1880*
Toronto	72,947	77,371
Village of Ben Lamond	157	150
" " Brockton	290	427
" " Doncaster		216
" " Don Mount	1,316	1,403
" " Leslieville	595	602
" " Norway	115	119
" " Parkdale	472	710
" " Seaton	497	546
" " Yorkville	3,524	3,657

The extraordinary development of Canada at that period and particularly in Ontario and Toronto seemed peculiarly favorable to the exploitation of a new enterprise along the lines contemplated by Timothy Eaton.

CHAPTER IX.

Methods in the New Store

THE little T. Eaton store at the corner of Queen and Yonge was well situated though unpretentious in size and appearance. Late every night, sometimes towards midnight, the wooden shutters were put up in front of the small paned windows and every morning before eight they were taken down. There was a step up from the street to the store entrance and inside on roughly made counters were displayed the various goods on sale. In the centre of the store at a desk was the cash boy—one Charlie Thorley—who took the cash from the clerk, made the necessary change and entered up the sale.

A statement made by the head clerk in the T. Eaton store from 1871 to 1875 to the writer gives a fair idea of the business at that time:

There were five clerks in the store when I went to work for Mr. Eaton in 1871, and fourteen when I left in 1875. I had come from England where I had had experience in a draper's shop, saw Mr. Eaton's ad. for a salesman, applied for the position and got it, at $8.00 a week.

Mr. Eaton watched me try to make my first sale. An old Irishwoman wanted to buy a dress and only wanted to pay 25c a yard; they hadn't the material at that price and, as there was only one price, the marked price, for each quality of goods, I was helpless and lost the sale. Mr. Eaton only smiled and walked away and, much to my relief, never even referred to it.

'Diligent in business, fervent in spirit, serving the Lord,' would be my summary of Mr. Eaton as I knew him.

Mr. Eaton himself was not a good salesman; he was too abrupt and strangers didn't understand his manner. He would arrive at the store about 8.30, look at his letters and then go down to the wholesale houses such as Sampson Kennedy's and John Macdonald's to look for bargains.

In those days ships were not built as

they are now with many water-tight compartments. Consequently it was not infrequently the case that in the passage from England goods would be damaged by sea water taken aboard during storms. Such damaged dry goods were often auctioned off by the wholesaler to the retailers and the latter sold them at bargain prices. They were called 'wet sales' and were the forerunner of bargain sales in Canada, though they were not held on any special day. It was not unknown for a wholesale house to prepare 'wet goods' from old unsaleable stock in their cellars by the simple process of soaking them in salt and water. Those customers keen enough to apply their tongues to the material would taste the salt and be quite satisfied that the stock was new damaged goods as represented.

Mr. Eaton was a great advertiser and was always scheming to get ahead. The street cars stopped at Queen Street and the drivers announced 'The T. Eaton Store' though they did not mention other business places passed on the way down Yonge Street. He issued at that time forty thousand handbills a month and gave exact instructions to the man who distributed them as to where they should go. It was

always to the places where people earned wages and, therefore, had the cash. These were distributed in the pony carriage drawn by the pony 'Maggie' which had been brought down from St. Mary's.

One day Mr. Eaton, who wrote his own advertisements, showed me a quarter page ad. in The Globe. "What do you think that will cost me?" he said. "I have no idea," I replied. "Four hundred and fifty dollars," said Mr. Eaton. I do not know whether it was for more than one issue. He got me to write an ad. one day but when I showed it to him he said: "It won't do," and I was never asked to write another.

Mr. Eaton had unlimited determination, was a hard fighter and would never be beaten. He never said a harsh word to me during the four and three quarters years I was with him; he was very just and kind to all employees who were fair to him in their work. He never smoked, played cards, danced or drank, and would not have those who drank about him if he could help it.

In those days we worked every night till ten o'clock or later if the other retail stores had their lights going. On Satur-

day nights he would send us across the street for pork pies and coffee which he paid for. On Saturdays two of the clerks would be given half holidays in order to be fresh for the evening trade. Sometimes I would take young Ted Eaton to a lacrosse match between the Torontos and Shamrocks; they were great matches; the Hughes boys (Jim and Sam) and the Garvins playing on the Torontos at that time. There were two women clerks out of the fourteen employed when I was there and he used to give bonuses to the clerk who made the best sales among the men and women during the month.

We must prevent the trade going down to King Street," he used to say, and he did his best to do so. One day he saw an old lady trying to feel some shawls hung along the window in the entrance to the store. The step prevented her from getting up from the sidewalk. "That won't do," Mr. Eaton remarked and by night there was a sloping walk up to the door. He was very quick to see anything like that.

One buyer bought very heavily one year from England and was dismissed. When the goods arrived Mr. Eaton did not see how he could dispose of them so he sent

two of us out through the country in October to auction them off. In Newmarket we sold two thousand dollars worth in five days; in Barrie four thousand dollars worth, and so on. Our method was to advertise the auction sales with hand bills and a boy with a bell. The auction sales would be held in the afternoons and evenings and private sales were made in the mornings. At Tillsonburg we got an auctioneer who stayed with us till we were through in January. The stock was good; for example, we had numerous fine shawls at $25 to $30 each, but we managed to get rid of it and ease the situation in Toronto.

The Eatons lived at No. 12 Gloucester Street, but later, for a few months, moved to the northwest corner of George and Queen Streets and then back to Gloucester Street. I remember we used to scale the wall into the garden of the George Street house on Sunday mornings to get our weekly bath. I was always welcome to a meal at the Eaton home and two of the other clerks also went there occasionally. Mr. Eaton worshipped his wife and the children, particularly the little girls, Josie and Maggie. He was also fond of certain

clergymen, particularly Dr. Potts, Mr. Leroy and Mr. Jeffrys.

One day he told me about a dog in the neighborhood which used to chase his chickens and asked me how to get rid of it. I told him I would come up on the 24th of May, a couple of days later, and would fix the dog for him. I brought up some bunches of fire crackers. Mr. Eaton held the dog and I tied a bunch of fire crackers to the dog's tail. I touched off the package, the dog disappeared, and Mr. Eaton never saw him again.

From this brief account we get some idea of the T. Eaton enterprise and how it was working out. We also get some sidelights on the man himself, and these are valuable because, curiously enough, as Mr. Eaton grew older and more successful, less and less was known of him by the public. He talked little except business even to those who were closest to him in business. His speeches were brief and abrupt and he invariably used the minimum number of words to convey his meaning. He very seldom wrote a letter; he kept no diary; and there

was no Boswell to keep track of what he said. Those still living who were associated with him in later years speak of him with the greatest reverence, yet can tell comparatively little about his inmost thoughts. Almost without fail they will try to explain some character of his by means of an illustration—a method which is often very effective.

The Eatons and their neighbors, the Levys on Gloucester street, were friendly and the boys' club which met at the Levys' was frequently entertained in the Eaton home. A man who was one of the boys in the club at that time says that Mr. Eaton, though abrupt in manner, was always kind and invariably had a friendly word for the boys. He struck the boys even then as a very unusual man and he always gave them the impression that he was 'thinking out things'. Though Mr. Eaton himself never went to the boys' club picnics, Mrs. Eaton did and entered into their plans with the whole hearted interest and enthusiasm which has always been characteristic of her.

We can see already from the fact that whereas in 1871 the proprietor needed the services of only four clerks while in 1875 he required the assistance of fourteen clerks, the Eaton business must have been forging ahead steadily. The Eaton methods, therefore, must have been working successfully. It is apparent that he was fair to his employees. In fact the word 'just' was applied to him by friend, foe and employee alike. He was interested in his employees' welfare and he had them to his house. He greatly loved his home, his family and his church and his whole expression toward life was shown by his attitude towards them. It is an indication of his reserve about most matters that nobody ever knew what his politics were for he never spoke of them.

Of course, T. Eaton had enemies; those who had laughed at his audacity in breaking down the accepted barriers to greater business ceased laughing. Those who shook their heads ominously, ceased shaking them and began to investigate. The more garrulous ones who had

prophesied failure began to get busy and circulate stories that would tend to bring failure on the new company. But the people continued to buy Eaton goods in increasing quantity and they paid in cash. If they thought the price of an article too high they went elsewhere and tried to get it cheaper. If they failed to do so they came back, and the T. Eaton Company had made another friend. They knew that the price asked of them was the price fixed for all and was therefore fair to all. If the goods were not as represented they could bring them back and get something else. Nothing was sold under false pretenses.

In the early days T. Eaton was backed by a wholesale house in Toronto. He bought goods from them on long credits and sold for cash. Consequently he was able to convert his goods into money frequently before his credit notes became due. Other people couldn't see his object in doing certain things but Mr. Eaton always had an object.

He was very reticent about his business to

strangers. An agent of a certain financial house called to demand a statement of T. Eaton's financial standing, but instead of getting it was taken by the back of the collar and the seat of his trousers and ignominiously hustled out of the store by the proprietor.

Of course, the T. Eaton business was 'knocked'. It has been 'knocked' repeatedly since that time. Malicious stories were set in circulation particularly during the Christmas season to the effect that the store was about to fail or had failed, was being sold out or sold up; was cutting the throats of the wholesalers or the retailers, it didn't make much difference which. In spite of which the Eaton business still continued to progress satisfactorily and the wiser ones began to copy the T. Eaton methods. The one price idea had come to stay.

Mr. Eaton had the true community idea. He spoke of 'my customers', 'my people'. He wanted a reasonable profit on his goods but not an excessive one. He tried to buy cheaply and

to give his customers the benefit of his buying in reduced prices. The more goods he could sell the better prices he could get from the wholesalers and manufacturers. Therefore the bigger his turnover, the greater the benefit to the people. His motto was 'the greatest good to the greatest number,' and he never changed it. Success to him was not the accumulation of money. It is true he wanted money but he wanted it to build up a great business and make it the people's store, to give them full value for their money, to make them feel that the Eaton name was a guarantee of honest values.

The 'one price' and 'cash' idea was in the air at the time T. Eaton came to Toronto. Forty-five years before, in the year 1820, a young Irishman named A. T. Stewart came to New York after spending two years in Trinity College, Dublin. He had invested his patrimony of £1,000 in dry goods and set up shop in Broadway. He was an exceedingly intelligent man and had rapidly worked up a very fine

business in New York based upon the accepted system of asking price and selling price.

A. T. Stewart was a great innovator and as early as 1830 had introduced the 'cost sale' scheme and also 'fire sales' of goods which he had purchased from damaged stocks. In 1860, —the year in which Mr. Eaton came to Canada, Stewart's 'cost sales' gave way to 'remnant sales'. It had been discovered that remnants of goods of a dress length, for example, would always sell if they were marked at a reasonable fixed price. Consequently the night preceding a 'remnant sale' the Stewart staff would remain up all night cutting bolts of cloth, silks, cottons, etc., into 'remnants' and as much as $100,000. in cash would be realized at a single Remnant Sale. There was no bartering or haggling about the prices on these occasions, and it showed both buyers and seller the necessity of having one fixed price as an economizer of time while it tended to kill the fiction of barter.

It is claimed that in 1865 Wanamaker of

Philadelphia advertised 'one price always and forever and your money back if not satisfied' and that A. T. Stewart of New York immediately adopted it. The writer has not been able to verify the correctness of this assertion, but nobody believes that Wanamaker invented the one price idea; it was in the air and A. T. Stewart had been verging toward it long before Wanamaker started business. A. T. Stewart died in 1876 worth forty million dollars made in the retail trade; he built the finest business structure in America,—modern even to-day in every respect. He was the greatest merchant of his time. There is not a successful retail store in America that has not been influenced to a greater or less degree by A. T. Stewart and his methods.

There is no evidence that Timothy Eaton had learned of Stewart's or Wanamaker's methods before he came to Toronto. Evidently the other retailers of Toronto had not heard of them; at any rate they had not copied them and they ridiculed the 'one price and

cash only' idea when it was promulgated. There seems to be every indication that Timothy Eaton, before he ever came to Toronto, had, with his brothers in St. Marys and London, actually tried out the scheme.

As for the bargain day idea, it was worked out separately in New York and Toronto. A. T. Stewart's 'Cost Sales', 'Fire Sales,' and Remnant Sales' were paralleled quite independently by the 'Wet Sales' in Toronto. They were all devised for the purpose of catering to an inherent universal desire to get something for nothing, or as close to it as possible.

If the standard price of an article is one dollar and people can get it for eighty-five cents on one particular day or under certain circumstances they experience a peculiar satisfaction in being able to save that fifteen cents. They know that under ordinary circumstances the fifteen cents would have gone into the pocket of the person who sold them the article. They feel that if the merchant can afford to sell it at eighty-five cents he probably isn't losing money

and that therefore the extra fifteen cents is something like an 'excess profit'. By preventing the salesman from getting his fifteen cents the purchaser has the satisfactory feeling that he is getting the better of the merchant,—that, in fact, he is 'beating the game'. A woman loves to get a bargain in a French imported dress; a millionaire may experience exactly the same satisfaction in purchasing a great work of art cheaply; while nations will bargain with other nations as to certain great 'trade openings'. It is only a question of degree. The underlying love of a bargain is universal as the trader in Central Africa thoroughly understands when he throws an extra pair of ten cent bangles and a necklace of glittering beads into the pile when purchasing from the native a couple of elephant tusks worth a small fortune.

As an advertising feature 'bargains' were excellent for they attracted the attention of the people and drew them into the store from curiosity if not to buy, and that is the chief concern of business men to-day. How to get the

people to come to their store is the great problem. Once in the shop they count on appearance, quality and display of their wares to do the rest. It used to be the case that customers were pursued, and coaxed, wheedled, flattered, implored, bullied or cajoled into buying something whether they needed it or not. It is still a common practice in many shops in England and the continent and it is not a happy experience for a Canadian to leave an Old Country store after refusing to buy something he didn't require, feeling like a whipped dog, or one of the greatest criminals unhung.

It is true that the people who went to the Eaton store in the early years to buy were not allowed to leave without buying if the clerks could help it. Mr. Eaton himself met each customer leaving the store and asked them if their wants had been satisfied. If they had not succeeded in getting what they wanted he found out why it was. By so doing he learned a great deal about the public taste and was quick to cater to it. His idea was to sell the public

the goods the public wanted but if it didn't want Eaton goods at the Eaton prices that was another matter altogether.

CHAPTER X

The Romance of Trade

THE rise, development and operation of a great business like that of A. T. Stewart or Timothy Eaton undoubtedly possesses many of the elements of romance. To the one actually engaged in business the romance may not be so apparent as to the outside observer. The insider is too close to it and he sees too many revolving cogs and wheels to view in perspective the machine operating as a complete unit.

The evolution of any great enterprise, however, may be comparatively uninteresting unless we know something about the men who have actually elaborated the business. It is the human element which arouses our curiosity. It is the struggle against conditions, the battle against odds in the fight for success that engages

the interest of the onlooker. Most men are interested in watching a fight and if the fight happens to be between an amateur and a practised professional, the amateur is almost certain to receive the enthusiastic support of the public.

That is perhaps the reason why the career of Timothy Eaton has been of such great interest to the people of Canada and the business world at large. Some few knew that he had been an Irish farmer's son; that he had come out to this country with little but a sound constitution, an average education, a good brain and a thorough business training; but all had seen the vast area of store and factory expanding year after year, under their very eyes. Timothy Eaton they knew was somewhere at the heart of that organization. A few of the buying public occasionally saw him and talked to him but that made him even less understandable. How could this big, simple man of few words possibly perform such miracles? They ceased to try to understand, but looked on and marvelled. They saw the results but they could

not comprehend the process. And because Timothy Eaton was himself such a riddle, the building up of his great business seemed even more wonderful than might otherwise have been the case. Gradually he came to be clothed in a garb of mystery. Stories grew up about him and his doings that spread far and wide and tended to differentiate him even more from the general run of men.

In all ages the man who has fought against great odds in business and has succeeded in doing big things in an honest way in spite of those odds has always inspired the respect of mankind. The less Mr. Eaton mixed with men and the less he talked the farther he faded into the background. The less people knew about him—and he succeeded in avoiding to an amazing extent the publicity if the modern newspaper and magazine—the more did he become a man of wonder and mystery.

To appreciate truly the development of a great commercial institution such as that of the T. Eaton Company one should know some-

thing of the fascinating history of commerce, but to write the history of commerce would be to write the history of the peoples of all great nations.

A merchant is commonly said to be a man who buys and sells merchandise. But the writer who sells his writings or the lawyer who sells his knowledge of law, or the artist who sells his paintings, together with the doctor, the statesman, the actor, the preacher and practically all other classes of men are also merchants because they sell for a price something which they possess that others are willing to pay for.

All the arts, sciences and inventions are necessary in the development of the complete state. Yet the one thing essential,—the basis on which a great state is constructed—is its wealth and the wealth of a country is largely made in trade. The country in which trade flourishes will thrive; the country in which it does not prosper will languish.

Commerce is in reality the foundation upon

which any state is built; it might well be termed the parent of the arts, the sciences and the professions. In recent years Commerce itself has become a science and an art as well as a profession. Like science, it is ever striving for the new and discarding the old. It is an art whose technique becomes more intricate and more difficult every year. It is a profession which requires a long, laborious apprenticeship and today is demanding the highest education in those who expect to take up its higher branches. The ramifications of Commerce are infinite; they are interwoven with all other professions; they link the palace with the humblest cottage.

Commerce affects more people and has more to do with their happiness and contentment and, therefore, the stability of the state than one might imagine. If it enters into the very life and soul of the nation, why is it that the profession of business has not got the fair name that other professions have? Is it because men adopted a policy which assumed that it

was clever to get the better of the other fellow; that honesty and success in business were incompatible; that the public was composed of fools who provided fair game for sharpers; that exaggerations in selling goods were necessary and not dishonest; that might and fear were fair methods to use towards employees?

Has it not been such beliefs that brought the term 'trade' into disrepute and forced the aspirant for a place in the world into professions which had a good name even if they gave little promise of providing a comfortable living?

The old fictions about business are now being tossed aside. Theories in commerce are being subjected to the white light of critical outspoken analysis and the unsound discarded. The new philosophy of business is absolutely opposed to all the old false sophistry.

To-day the business man who gets the name of being too shrewd is a marked man and is viewed with suspicion. He is not trusted and even though he may appear to succeed for the time he can never develop what is termed "big

business," for commercial success is based on confidence.

The public is not composed of fools but of worldly wise people. Trickery and chicanery are condemned out of hand. The world is slowly but surely coming to believe that the solution of all the world's troubles is the application of the Sermon on the Mount. The Golden Rule is a very practical rule in business life and a little imagination used in placing the employers in the position of the employed would of itself often solve a difficult situation. Mr. Eaton did not adopt the policy of being liberal to employees and public because it was the surest road to success but because it was the inevitable result of living up to his principles.

Commerce in itself does not make the merchant mean and dishonest; whether he becomes so depends upon the man himself. In medicine we have the humbug who knows nothing and pretends to know everything. In law we occasionally have the 'sharp' lawyer whom even his fellow members distrust. In the

church we have the 'whited sepulchre' who simulates holiness. In the army we have the 'great soldier' whom a war shows to be incompetent. We cannot in fairness condemn the whole of a profession because some of its members are failures though we may sometimes feel like doing so. Probably for one man in a profession there are a thousand in business and possibly, therefore, a thousand times as many failures. No wonder that for every outstanding man of high ideals in business we can recall others who have them not.

Nevertheless with the best men at the top of the business world acting in accord with the newer ideas of ethics, it is only a question of a few decades before the whole substratum will be saturated with the same ideas.

A great and successful business presupposes a really capable man at the head of it, or it will topple and fall. It must have behind it a highly intelligent brain with steady nerves, great force of character and staying power. For the director of a great business is like the head of

an army constantly engaged, only that the organization of a business is infinitely more intricate than that of an army. Such a head must always be on the alert, receiving reports and issuing orders and instructions through his deputies. He must see that the innumerable parts of his machine are operating smoothly. He is forever correcting mistakes, countering strokes of the adversary, driving forward where openings become apparent, and extending the front where and when it is possible and desirable to do so.

In the olden days the merchant traders held their heads high. Their imaginations were given free rein. They played the game for the game's sake when there was no incentive in playing for stakes. The making of a fortune was surrounded with all the hazards of a gamble. The ships of those old adventurers scoured the seven seas in search of trade; there was nothing too great for them to risk and, largely because of their spirit of enterprise and adventure they extended the borders of their

own countries and helped to make them rich and powerful.

Nothing great in art, science or commerce has been accomplished by the world's great men without imagination. It is perhaps the greatest of all faculties, for it enables its possessor to some extent at least to bridge the future, to calculate the effect of action and to forecast results. The imagination which made the merchant adventurers great is to-day as necessary as ever in business. Never perhaps was this better shown than during the period after the Great War when constantly rising prices, scarcity of commodities and abundance of labor created a situation which made it exceedingly difficult to forecast when the crisis would be reached and the inevitable decline occur. That it was inevitable everybody knew; exactly when it would occur no one could foretell. And yet it is remarkable that through the use of the imagination, based on experience, most business men were able to forecast what would probably occur with sufficient ac-

curacy to protect themselves from financial ruin.

There have been innumerable situations of a similar character in the History of Commerce. In fact the History of Commerce is the History of the Nations. There are fascinating historical accounts of how those first great systematic traders, the Phoenicians who built the cities of Tyre and Sidon three thousand years before Christ; of how they sailed around Africa two thousand years before Vasco de Gama; of how they founded Carthage, penetrated every corner of Europe and sailed the Seven Seas, all in pursuit of Trade. The history of commerce of Assyria, Greece, Venice, Florence and Great Britain makes equally interesting reading. But the history of trade in Great Britain is of particular importance to us because many of the methods used in business to-day originated centuries ago as the result of some definite need.

In the tenth century in England every home was practically self-supporting since food, clothing and the rude implements used were made in the home. The room in which things

were made was usually part of the house and was called the shop. In the course of time it was found profitable for some people to specialize on one thing such as the making of shoes, armour, clothing or the like. The excess of goods manufactured by one person was exchanged for those made by others, the exchange taking place either in some central open market place to which all came on certain fixed days or in the shops of the people. The manufacturers exchanged goods with one another directly and there were no middlemen.

In later times some producers unskilled in marketing probably found it more profitable to have others who were skilled in marketing dispose of their goods for them, and it was only a question of time till some of the latter found it more profitable to spend all their time handling the goods of others instead of manufacturing goods themselves. Their workshops then became 'sales' or 'store' rooms and they tended to become specialist traders such as

linen drapers, silk drapers, iron mongers, grocers, fishmongers and so forth.

With the importation of merchandise from other lands new kinds of shops developed. Some traders grew rich and as they grew rich they began to invest their surplus capital in trading ventures overseas. The usual practice was to send a cargo of British merchandise abroad, sell it, invest the proceeds in foreign goods and bring these home to be sold at a handsome profit. If the ship foundered the merchant was ruined. To avoid this merchant stock companies were formed to finance and operate a number of ships so that if one ship was lost the loss was spread over a number of merchants and no one person was seriously affected. These remarkable merchant adventurer companies which lasted for two centuries were the forerunners of the modern insurance company.

To collect and export the products of England and to distribute the imported goods over the island demanded extensive organizations. The large warehouses necessary were the fore-

runners of our wholesale houses. The great merchant trading concerns gathered up the products made in every hamlet in England by packhorse, wagon or boat and brought them to be stored ready for shipment at these great seaport warehouses; while goods imported from the overseas markets were distributed in the same manner or at the great 'fairs' which were a feature of the time. These merchants also gave credit to the smaller traders just as the wholesalers do to-day.

When the revolution in industry came about in England at the end of the eighteenth century the channels of distribution were already developed and only required to be extended. The producer of huge amounts of goods could no longer go out and exploit the retail market. He had either to develop a selling organization of his own or sell his product to middlemen. This developed the travelling salesman or commercial traveller who carried samples of the goods he wished to sell. Wholesalers followed the same general practice and gradually ousted the

manufacturer who did his own distributing. Curiously enough it was thought at that time that the more hands goods passed through before reaching the customer the better for England. In America after the Civil War it became less common for the retailer to go to the wholesale house and order at one time enough goods to last him for six months. The reverse practice developed of the wholesaler sending out travellers to the retailers in their own home towns to solicit orders and to-day much of the business between retailers and wholesaler is done in this manner. Gradually short credits were substituted for long credits and discount for cash came into vogue.

The results of the drummer method of selling has had far reaching consequences. Merchants could buy more frequently and in smaller lots; consequently they could keep a much greater variety of goods in stock and follow the fashions more rapidly. People were thereby enabled to keep closely in touch with the prevailing fashions and the time between the pro-

duction and consumption of merchandise was correspondingly reduced. Fashions thereby came to change more frequently and the development of large scale production of perishable commodities was made possible.

The distributive system of to-day consists essentially of two middlemen between the consumer and producer,—the retailer and the wholesaler. The wholesaler buys in large quantities from many quarters, and from numerous producers, assembles and stores these stocks for seasonal demands and then finds the retailers who purchase from him in suitable quantities from time to time. The wholesaler may have thousands of customers to whom he is giving credit to a greater or less extent.

The retailer also assembles for his own community the varieties of goods which he desires to handle from the various wholesale houses, stores them, sells and delivers them to the ultimate consumer. He, too, like the wholesaler, extends a large amount of credit to his customers.

The aim of a great distributor like Timothy Eaton was to establish the shortest possible route between producer and consumer: this was an economy to the consumer and an advantage to the producer who in most lines of production finds the high cost of distribution to be his greatest bugbear.

The difference between business in ancient and modern times is largely that in older times great merchants were individual traders, while to-day a great merchant teaches others to assist in establishing and maintaining great business organizations.

The tendency was for an ancient family business to perish when the able hand of the individual leader had gone; the aim in the present day is to build up an organization which will survive even when the originators pass away.

The field in the old days was in some respects more difficult; in others easier. In those days there were fewer competitors; the fields were comparatively unexploited; specialization

had not become important. Commerce was in fact in its infancy and there was not the competition to get business that there is to-day. For every Gresham of the time of Elizabeth there are now a thousand.

The big business man of to-day differs greatly from his prototype of four or five hundred years ago. No man to-day can do, or attempt to do, all things. No matter how great his ability he is forced to realize his limitations. Great ability in business nowadays is used to organize, to enthuse that quality of judgment, the spirit of progress—supreme commercial genius—into others. This ability Timothy Eaton possessed in a marvellous degree.

CHAPTER XI.

The Eaton Foundation Principles

THERE is a curious dissimilarity between the methods adopted by A. T. Stewart in New York and T. Eaton in Toronto. Both were Irishmen but A. T. Stewart was college bred and had originally intended to enter the church. He was fortunate in his first business venture in the great city of New York and began to make a place for himself almost at once. T. Eaton, on the other hand, had spent some ten years in small country places attempting to build up a business when it must have been almost self evident that in such places the utmost he could hope to attain was a competence. But when he did begin business in a large centre he, like A. T. Stewart, immediately began to forge to the front.

A. T. Stewart from the beginning catered to

"the ladies of New York." T. Eaton catered to the working people of Toronto. The working people had the ready money. That was what he needed in order to carry out his plans. A. T. Stewart had full length mirrors for the ladies installed in his New York store in 1835; T. Eaton had to be coaxed to put them in his store about half a century later. A. T. Stewart believed in fashionably dressed salesmen; T. Eaton didn't. They were catering to a different class of people and had different ideas as to ways and means of doing business.

A. T. Stewart believed in the value of education. T. Eaton, in his early days, affected to despise it and thought that every employee should start in business at the very bottom at the age of fifteen or sixteen and then work up. To-day with commercial training developed to a very high pitch and with the specializing of business into great branches such as research, education, health and safety service, employment and others quite distinct from the buying and selling of merchandise, the employment of

experts highly trained in their specialties outside of the business is absolutely essential. It is obviously impossible nowadays for a boy brought up in a great departmental store to obtain even a slight knowledge of all these highly specialized branches. It is certain that if Timothy Eaton were living to-day he would be abreast or ahead of the times and would accept the most advanced ideas that would tend to increase the efficiency of his business organization.

In business, as in other fields of effort, progress depends less on mechanical perfection than on the liberation of human personality. A man needs not only time but opportunity to show what is in him and many a man, potentially great, has through force of circumstances never had an opportunity to develop.

Great business organizations to-day are deliberately attempting to develop executives and salesmen by means of special courses of instruction. University and technical college graduates are also being selected more and more for positions which call for general intelligence.

Though management in industry is so elaborate, so complex, and so specialized that it is difficult to understand even by those familiar with its operation, the fact has been established beyond question that the application of certain fundamental business principles is necessary if any great commercial success is to be attained. It is quite possible to-day to study a successful business, to analyze the methods employed and to reach fairly sound conclusions as to how and why success has been achieved.

During the last ten years there has been a marked development in the methods employed in industry due to scientific and administrative studies and the application of new principles and methods discovered through them. The administration of a great business to-day is a science and an art and commercial success in a large way is not achieved by arbitrary rule-of-thumb methods. Consequently there is a marked tendency to demand more education and specialized training in young men and women entering business now than in years gone by.

Business management, in essence, means leadership and therefore the ideal business executive must possess certain fundamental qualifications. These are character, creative imagination, sound judgment, courage, a sense of humor, and the ability to co-operate, to understand men and to organize; receptivity, courtesy and expert knowledge.

In the successful business executive we should therefore expect to find a man endowed above everything else with character. He should be just, truthful, temperate, benevolent, magnanimous and sympathetic. The crucial test of genuine executive ability is to be direct and straightforward with every man. We are not accustomed to thinking of business men as dreamers and yet the great business man is essentially that. He thinks and lives in the future; he dreams of new ways of doing things and he has the courage and ability to transform his dreams into action. In business as knowledge grows it is necessary to frequently try out new methods and put new processes into effect.

The executive, therefore, if he is to maintain his efficiency, must be bold and not let inertia or habit or prejudice get the better of him.

It is necessary to see people from their own angle. Good nature and an appreciation of humor is a great asset in smoothing over difficult places in the commercial highway. Co-operation is won more by friendliness than force. In order to be just and sympathetic at the same time it is essential for a manager to put himself into the place of the employee. To censure a worker is easy; to get his viewpoint and reason for an action is far more difficult.

The art of management consists not only in knowing exactly what you want men to do but in seeing that they do it in the best and cheapest way. Of course this presupposes an expert technical knowledge of the works under his immediate supervision, familiarity with every phase of his own business and its relation to industry at large.

If the foregoing, which is the accepted opinion of what a great business man must be to-

day, is true, how did Timothy Eaton measure up to that high standard? It might well have been written with Timothy Eaton in mind, yet he himself had seldom read a book on business or business methods in his life.

Mr. Eaton was truthful, temperate, direct and straightforward. His directness was very disconcerting. It was impossible to evade answers to his questions. His whole life and work shows that he was transparently honest. If things sold are not as represented, send them back and get something else or have your money refunded, was the basis of his policy. This policy has stood the test of time even though thousands of people have taken advantage of it. Many a salesman has had a gruelling interview with the 'governor' for selling goods for other than what they were represented to be and those interviews have never been forgotten. The governor had a way of looking into their very souls which was positively uncanny. He hated dishonesty. Several executives still maintain that it was actually impossible to lie

to Timothy Eaton for they believed he could read their minds. He himself was temperate in all things and though he did not insist on his managers living as strictly as he did he expected them to live reasonably honorable and decent lives.

Timothy Eaton's commercial enterprise was elaborated by himself and his lieutenants, not by imported experts. Developments of his organization were almost invariably the result of necessity and the evolution of the ordinary methods employed in any pioneer business. Timothy Eaton did not copy from models or known systems. Nevertheless he was always anxious to hear about any new ideas that his buyers had picked up in Europe or the United States and they were encouraged to be on the watch for new things and tell about them. In that way he had the advantage of dozens of pairs of keen eyes in various countries always on the lookout for improvements in ways of conducting business. It was one of his methods of keeping up to date.

EATON FOUNDATION PRINCIPLES

Like A. T. Stewart, T. Eaton was a pretty good judge of character, but naturally, being human, he was not infallible and occasionally made mistakes. His greatest shortcoming perhaps was that of judging men by his own absolute standard; and not always making sufficient allowance for defects in men of otherwise high ability. Some good men were dropped from time to time because, in Mr. Eaton's opinion, they did not come up to his standard; yet some of them subsequently made great successes in other businesses.

The times have changed in fifty years; our ideas about most things have materially altered; and nowhere have we made greater progress in our thinking than in the business world. The relations between capital and labor have been frequently strained to the breaking point and every employer of labor has, at times, been placed in exceedingly difficult situations. T. Eaton was no exception, and he always insisted on maintaining his right as President of the Company to employ or discharge whom he

pleased. He felt that the business was his business, that he had created it, and that as long as he paid fair wages and gave the public good service no one had any right to interfere with his management of it. The Eaton policy to-day in this regard is practically the same as that which he formulated.

It seems remarkable that nearly half a century ago, Timothy Eaton should have adopted in his struggling business those basic principles which are to-day approved of by the advocates of highly educated men in business.

Some years ago a gentleman living in Toronto visited the Wanamakers' Philadelphia store to inspect their system. Mr. Wanamaker asked why he came to Philadelphia when, in Eaton's, Toronto had a store which had become a model for system all over the continent. Sometime later the Toronto man mentioned this to Timothy Eaton. Mr. Eaton replied: "Whilst I am not the originator of the system, which is the work of many brains, I know the working of every cog and when anything goes

wrong I can put my finger on the spot and say, 'There lies the trouble!' "

The following,—one of the very few letters of Mr. Eaton extant, and written before he began his business in Toronto,—speaks for itself:

Toronto, Box 774,

(Not dated, but stamped 1869)

Jas. A. Mathewson, Esq.,
Montreal.

My Dear Sir:—

Will you kindly give me your opinion on the following question?

Is it possible to do a profitable Grocery Business in Toronto (or any City you know of) without Liquors?

You will pardon the liberty I now take in addressing you. My reason for asking is this—I am about making arrangements to go into the Grocery business here "Retail and for Cash," and everyone I have spoken to on the subject is of opinion I could not succeed without keeping Liquors. I cannot myself see why it

should be so. I have determined if Liquor is a necessary appendix—to have nothing to do with it, good or bad.

Your reply will oblige.

Yours most truly,

TIMOTHY EATON.

Formerly J. & T. Eaton,

St. Marys.

CHAPTER XII

When Kindness Tempers Justice

IN the great struggle between capital and labor there has always been a strong and insistent demand for justice,—not the strictly cold, hard type of legal justice, but that which considers all factors including the human element and, having carefully weighed them all bases its decisions upon them. Timothy Eaton was in that sense essentially a just man. He believed that everybody should have a fair deal and was never knowingly hard. On the contrary he was a very human man and was apt to let his heart dictate to his head. His sense of justice could always be appealed to.

A young man employed in the furniture department in its early days contracted typhoid fever, and, during convalescence, developed phlebitis which almost incapacitated him. As

soon as he was able he hobbled to work but his manager, realizing his condition, put him down in the basement with a few chairs to sell, telling him to sit on one and not to worry about selling the others. Shortly afterwards Mr. Eaton happened to come along and saw the young man—as he thought—idling.

"Haven't you anything else to do?" he demanded.

"No, sir," replied the convalescent.

"Well, pile up those wall papers across here," Mr. Eaton said, indicating a huge pile of wall paper and a vacant space, and departed. The man was so weak that he couldn't have lifted a bundle of wall paper to save his soul.

A few minutes later Mr. Eaton walked up to the Manager of the Furniture Department and asked: "What is the name of that man of yours sitting on a chair in the basement loafing?"

The manager explained the circumstances.

Three minutes later Mr. Eaton again ap-

proached the convalescent who was making an attempt to appear busy.

"Here," he said, pointing to a chair, "sit in that chair," and walked away.

That convalescent subsequently became the manager of a department.

On another occasion a man who had had several years experience in a wholesale house was employed by one of the departmental managers of the T. Eaton Company. Some of the saleswomen in the department offered the newcomer their sympathy saying that he would not last long and that twenty-two men had occupied his position in the last two years. The newcomer, whom we shall call Smith, worked hard yet, notwithstanding, he too, was discharged at the end of a month. No reason was given by Manager Blank and the employee went to Mr. Eaton.

"I am sorry, but I can give you no reason for your discharge," said Mr. Eaton, who naturally had to go by the report of the manager

in whom he was obliged to invest all confidence and authority.

"That is unjust," said Smith. "If I go elsewhere, all I can say is that I was discharged from Eaton's."

"I am sorry," was all he could get in reply. After working for several months in a small retail store Smith was offered a position in a different department in Eaton's, at $1.00 a day, by another manager who knew him. After several months the manager Blank came to tell Smith that the latter was to assume his (Blank's) position as manager of the department.

Mr. Eaton had discovered that Blank had been deliberately discharging every man who knew anything about his work because he was afraid that they might eventually replace him. It was T. Eaton's way of intimating both to Blank and Smith that he understood the whole affair and was endeavoring to make amends.

On another occasion all arrangements had been made for a certain assistant manager to

leave on a buying trip to Europe on the 5 p.m. train. His passage had been taken, his trunk packed and everything settled when at 11 a.m. he was notified by the chief of his department that his proposed trip had been called off. No reason was assigned though it was shrewdly guessed that the reason had nothing to do with the efficiency of the T. Eaton Company. The matter was quietly brought to the attention of the Vice-President.

"See the Governor," the man was advised.

He saw the Governor and told him that his buying trip had been cancelled. The Governor did not ask any questions but after looking out of the window for a moment turned to the young man and shaking him cordially by the hand said:

"Well, I hope you have a good trip, and," he added, "remember this, that the greatest number of sticks and stones are found under the good apple trees."

The buyer left on the 5 o'clock train to catch the New York boat.

Mr. Eaton was magnanimous, and though as a good fighter he could strike hard, he never held a grudge. However, he forgot nothing. On one occasion he had been compelled to engage in a legal battle with the College of Pharmacy for the right to operate a drug store. He won. The chief opponent of the T. Eaton Company in the College of Pharmacy came to Mr. Eaton many years after to ask him if he would advertise in some church magazine. Mr. Eaton told him that they did not advertise in that way but offered the cost of the advertisement in money. Suddenly recognizing his former antagonist he said to Mr. D.:

"I had a fight with you once—and I beat you."

"Yes," said Mr. D., "you did."

"I just mention it to you," said Mr. Eaton, "because I want you to know that I was right."

"You were," replied Mr. D., "but we were fighting for our craft and could do nothing else."

There was not the slightest feeling about the

matter on the part of Mr. Eaton and they separated the best of friends.

A few years before Mr. Eaton died a big Irishman was engaged to work in the store. Mr. Timothy Eaton had noticed him on the first morning and walking up to him said: "How long have you been here?"

"None of your business," replied the man.

"Well, what are you doing here?" inquired Mr. Eaton, nonplussed.

"Minding my own business," replied the Irishman, "and I would advise you to mind yours. Get along and don't block the passage."

Mr. Eaton's only comment was: "The man's quite right. I wish I had five hundred men who would mind their own business and make everybody else mind theirs."

CHAPTER XIII

Growing Pains of a Great Business

DURING the period from 1869 to 1883 when the T. Eaton business was being firmly established the premises on the south west corner of Queen and Yonge Streets were greatly expanded and underwent many alterations. Timothy Eaton seemed to live almost wholly in the present but worked with an eye on the future. If he decided that a partition was to come down to allow for the expansion of a department it usually came down at once. If a new idea was suggested that seemed to possess merit, he had no hesitation in trying it out and, if it proved practical, he adopted it. If it seemed desirable to transform the upstairs of his building from sleeping quarters to selling space or build an addition on the rear for a similar reason he did it.

The rooms over the store were in the early days used for bedrooms for employees. First one bedroom was converted into a workroom, then another and finally, in 1878, all were thrown into one and used for millinery while the workrooms were moved to the next floor. In 1875 the store was extended along Queen Street to Knox Church. In 1881 the stoves used for heating the store were replaced by a furnace.

Thus the Eaton business had by 1880 developed from a drygoods shop into a department store in which could be purchased rugs, carpets, oilcloth, millinery, jewelry, laces and embroideries. In 1870 there had been four employees; in 1874, fourteen; in 1876, twenty-five; and in 1881, forty-eight. The Eaton system was gradually but steadily developing.

The hours on week days were originally from 8 a.m. to 7 p.m., and on Saturday to 10 p.m., but before 1881 the evening hour had been cut down to 6 p.m. except on Saturdays. The interest of employees was enlisted by

"spiffs," bonuses and percentages. In 1880 the sales were running about $12,000 a month, —not a large amount when compared with the daily sales at the present time but still a remarkable advance for the young business. In the earlier days people carried their own parcels or they were delivered by a messenger boy; in 1876 there was one small delivery wagon. In 1881 there were three delivery wagons.

Up to the year 1879 advertisements appeared in the papers twice a week,—small ads about five inches square. Other advertising was done by large posters on the city bill boards and by hand bills. In 1879 the first contract for a daily advertisement with the Evening Telegram was signed and consisted of 150 lines, single column.

The methods of selling in the Eaton Store in the seventies would appear inadequate to us now. The salesman who first sold to a customer accompanied that customer to other departments in order to supply his further wants. For example, if a girl happened to

make the first sale of a package of hairpins to a customer, she would go with that customer to the silk or jewelry or other department and attempt to make sales of merchandise with which she was unfamiliar, while those who really possessed expert knowledge of the goods in question had to stand aside or finally in desperation break in and show the merchandise. Frequently of course this method meant the loss of a sale or even of a customer who resented the attempts of salespeople to sell goods of which they obviously knew little or nothing. The cash boy sat at a desk at the foot of the stairs and was notified by the salesman above of the approach of a purchaser through the ringing of a bell. The boy then kept his eyes open for the customer descending the stair, received the cash from him and made the necessary change.

About 1878 a plan was adopted preventing any one from selling goods out of his or her own department, and in order that the sales clerk would not lose credit for sales which he

had made a transfer scheme was worked out. The first salesman would mark his check with a cross which stood for transfer and then hand goods, check and customer over to the salesman in the next department in which the customer wished to buy. The last salesman totalled all the purchases and settled with the customer. It was an improvement over the previous method but was too cumbersome to last, and was finally superseded by the existing simplified system. Customers purchasing in one or several departments to-day may pay for the goods in each department, receive a check and leave the goods to be sorted out and grouped for delivery in the delivery room,—unless they choose to carry them; or they may get a transfer card and pay the total at the office.

The first transfer scheme however was important in the development of the Eaton departmental system because it led to keeping track of the receipts from each department. This was impossible under the old system. The transfer scheme gave sales dates and con-

sequently the sales standing of every department could be determined thereby. This made it possible for the office to charge departments with stock on hand and to credit them with sales. It was the beginning of the water tight compartment kind of store in which each department is controlled and operated as a separate business with a special manager and staff.

The buying at first was done by Mr. Eaton himself from houses in Great Britain and the United States; a good deal of merchandise was also bought from the city wholesale houses. About 1880 he began to allow his head men to buy locally. In fact, about this time he began to try out the mettle of some of his men by giving them various opportunities to demonstrate whether they had the kind of ability he required. He was evidently anticipating the time when his business would be so large that he would have to delegate the buying to the specialists in charge of each department. He realized that no one knew what the public demanded or what the public would probably

buy so well as the men who were dealing with the public day by day. Timothy Eaton saw that the task was becoming too great for any one man. And when the time came no one was more willing to delegate authority and responsibility than he.

Of course the competitors of the upstart Eaton store had not been idle during those years and had made their opposition felt. There were then as there are to-day annual rumors of the impending failure of the T. Eaton Company, frequently started in circulation in the late autumn for the purpose of attempting to kill the Christmas trade. There was pressure brought to bear upon the wholesale houses that sold goods to the T. Eaton Company for the purpose of stopping credits to that firm. Some of the local competitors managed to create difficulties with wholesale houses abroad by inspiring doubts as to the credit of the rising firm. At times the pressure on Mr. Eaton must have been very heavy as the following illustration will show.

A. W. Elson & Co., Belmont, Mass.

MRS. TIMOTHY EATON

GROWING PAINS OF A BUSINESS

During one of his periodic buying trips to Great Britain about 1883-4 Mr. Eaton made his customary visit to his brother John in Ireland. One day the two of them went to a Fair where they saw a cow that the brother greatly admired. When they reached home that night the cow, which Timothy had quietly purchased, was already in the stable—and a good cow in those days represented a small fortune.

When Mr. Eaton returned to Ireland the following year and saw the same cow in the stable he remarked to his brother: "When I bought that cow for you, it was probably worth more than I was at the time."

In 1883 the Eaton store had outgrown its quarters and as the people to the south had refused to sell out to him it became necessary for the T. Eaton Company to move. Mr. Eaton had in mind a site on the east side of Yonge Street but on consulting his wife he found unexpected opposition. "Go west, young man," she quoted, and her husband,

taking the advice, purchased the store on the west side of Yonge just above Queen Street known as the Page block. It was not even on a corner but this was apparently a greater worry to everybody else than to Timothy Eaton himself. "He's crazy," many people said; but their opinion seemed to have no effect on the proprietor of the new store. When the move from 178 to 190 Yonge Street was made the old store was locked up for ten months so that the business connection for the newcomer would be completely broken.

The Rev. John Potts and Mr. Eaton were great friends. Shortly after he had purchased the new property Timothy took John across the street to have a look at it. Mr. Potts' eyes filled with tears.

"I am so sorry, Mr. Eaton," he said. "You are ruined. What will you do with this great barn of a place?"

"Fill it with goods and sell them," was the reply.

Mr. Eaton in subsequent years often spoke

of that event as an excellent example of mistaken diagnosis. He was rather fond of preachers but he had not a very high opinion of their knowledge of business.

It did not take long to move from the old to the new store and the T. Eaton Company had entered upon the second stage of its career in Toronto. Most of the barriers to the new methods of doing business had been broken down and the fundamental principles of the Eaton system had been thoroughly proved. Unlimited fields of activity stretching away into the horizon still remained to be explored and exploited.

The first year in the new Yonge Street store proved to be more or less of a nightmare. Mr. Eaton had invested everything he had in the new enterprise. He had a store twice as large as the previous one and one hundred and seventy-five clerks where formerly he had had fewer than a hundred. But he did not have a good stock to begin with. The merchandise which had been brought up from the Scott

Street wholesale house was for country trade. It was not suitable for the city people, and the people did not come to buy. For the first few months business hung fire.

To add to his difficulties sight drafts for £4,000 for damaged goods were drawn by the Glasgow firm which had always backed Mr. Eaton for unlimited credit. The goods had been damaged in transit and the attempt of Mr. Eaton to get the account reduced aroused the ire of the Scotch firm.

Mr. Eaton refused to pay, took a steamer to Glasgow and speedily had the account adjusted. He then went to London, told a straightforward story and readily obtained the necessary financial backing from a well known banking house. After buying a large stock of high grade merchandise from several wholesale houses in Great Britain he returned to Toronto, but he never bought another dollar's worth from the Glasgow firm. Within two weeks the Scotch firm sent one of their agents to Canada to smooth matters over and it was

characteristic of Mr. Eaton that he was exceedingly courteous to the representative, drove him around, showed him the city and had him up to his house to dinner. Nevertheless, the agent was unsuccessful in inducing Mr. Eaton on any occasion to talk business, directly or indirectly. The action of the Glasgow firm was attributed by Mr. Eaton to the fact that one of the partners had died and that the new management was not familiar with his previous business relations with the firm.

Meanwhile, in the Toronto store things had taken a turn for the better. The city had been billed from end to end and the old stock advertised at tremendous reductions. The people began to come. When Mr. Eaton returned to Toronto from abroad they were still coming and since that time they have never ceased coming.

It is true that during a subsequent period when the factory system and the mail order business were simultaneously developing at an astonishingly rapid rate it was a hard and nerve

racking time in Mr. Eaton's life but the first year in the new store was the most depressing. Never after that time was he really worried about his business.

CHAPTER XIV

Choosing the Right Men

WHEN the new business once began to expand in the larger way it did so at a rate which was quite disconcerting to the pessimists. T. Eaton was right when he maintained that the business would follow the store wherever it might be located and that the people he was catering to would go where they could obtain the kind of service they wanted.

With the enormous expansion new problems immediately began to present themselves and it required all the great ability of the Governor to see that these problems were properly solved. He was now forced to depend upon his managers to a greater extent than ever and the principle that when a man had been placed in charge of any work he must accept full responsibility

therefor became firmly established once and for all. Mr. Eaton gave his managers full authority and then left them absolutely alone. If a man proved incapable of assuming complete responsibility a new man was appointed in his place. He refused to allow his men to lean on him for advice or support, a policy which proved eminently successful in developing latent ability. The managers felt that they were operating businesses of their own and yet they knew that the keen eye of the Governor was upon them.

It is true that Mr. Eaton expected much. Perhaps he was hard in the sense that he demanded from his lieutenants certain qualities which he himself possessed. Sometimes he was rough and men took from him what they would never take from anyone else. They felt in some strange way that he was too big for them to fight successfully. If a manager adopted the attitude that the Company could not get along without him or became puffed up with the pride bred of success and allowed his

egotism to annoy his fellow managers, nothing was more certain than that his star was already declining in the firmament and was liable to set at any moment. No man was too important to be discharged if the master mind so determined. No one was hardy enough to assume openly that the Eaton business would stop without his help. Men were sometimes discharged, not always it may be from an outsider's standpoint with justice, but in the opinion of Mr. Eaton, who after all was the only one capable of judging, for just and sufficient reasons.

There was in the store at that time a man who had gradually risen to a high position. Unfortunately he exercised his authority to irritate many of the managers and develop friction.

When Mr. Eaton learned of this he summoned the man to his office one morning and asked: "Well, how are things going?"

"Very well, sir."

"What is your work here?"

"To keep things running smoothly."

There was silence for a moment and then came the pointed question:

"And are things running smoothly?"

Without a word the man turned away, walked out of the store and never came back. He knew that he had been found wanting.

On another occasion two men, both in high positions in the store, were anxious to obtain a certain higher position. Their competition which tended to create an element of unrest in the store came to the ears of Mr. Eaton and he settled that and similar competitions for all time in the store by saying: "Let them both go." And they both went!

In questioning any of his old friends, managers or business associates the person interviewed almost invariably begins: "Mr. Eaton was a remarkable man," and then he frequently adds: "and absolutely just." Yet sometimes he appeared quite unreasonable if not unjust.

One of the department managers was placed in charge of the Eaton farm. He had gone

out there one cold January day to oversee the threshing. The pipe connections on the engine kept freezing and everything seemed to be going wrong when one of the farm hands finished the job by throwing a wrench into the machinery and wrecking it. To cap all Mr. Eaton drove up at that very moment.

"What is the matter?" he asked.

The matter was explained.

"Who did it?" Mr. Eaton demanded.

"I don't know," was the reply of the manager.

"Why don't you know?" was the startling and apparently unfair query of the man, who had had no time to inquire. The manager backed up to the wall with his eyes blazing and prepared to refer Mr. Eaton and the farm to a hot region, but Mr. Eaton was too quick for him. Stepping into his sleigh he said to the driver: "Come on George, B—— is mad," and drove off.

When it was decided to build a new factory on one occasion there was some difficulty in

closing the deal for a small and necessary piece of land. In order that no time be lost the steel was ordered and everything got ready on the ground, but still the foreigner who owned the lot could not be prevailed upon to settle. Yet Mr. Eaton, when he returned from a trip to Europe demanded:

"Why haven't you started the factory?" and seemed to think that the matter might have been settled somehow.

Mr. Eaton insisted on the management of a department being so complete that it could operate successfully even when the manager was away. He knew that the management was bad when a department ceased to function properly during the manager's absence and to him, naturally a department must be of greater importance than the manager. It often seemed to his heads of departments as though he summoned them to his private office at their very busiest hours, frequently to talk about things of very minor importance.

One morning he had one of his managers

come to the house after breakfast and insisted on taking him out to his farm, talking business all the while and asking him about the progress of the construction work on certain buildings. Next morning when the same manager was over on the new building Mr. Eaton set the telephone lines working until he had located his man and then asked him why he was not in the office as he had something important to tell him but that now he had forgotten what it was. That sort of thing had the effect of keeping his men on the jump for they never knew when they were going to be asked for. He had the curious faculty of seldom praising his men and yet keeping their enthusiasm stirred to the highest pitch for himself and the business. He paid his men well and they showed their appreciation by increased efforts.

He also had a somewhat disconcerting habit of picking out promising juniors and encouraging them to be ambitious by telling them that some day he might want them with him. This was probably annoying to their managers but

kept them busy holding their ends up against possible successors and the juniors, stimulated by the encouragement, would of course do their very best. Wherever it was advisable a department would be divided and a promising junior given a section of it.

Mr. Eaton was accused of showing favoritism and to use a slang expression 'having it put over him' by certain of his managers. Occasionally he was deceived but usually not for long, for the Governor had a keener insight into character and shrewder powers of observation than his critics credited him with. It is true he was unwilling to believe that those whom he trusted could be dishonest, but when he was once convinced that a man was not 'playing the game' for the T. Eaton Company it was only a question of time before he was discharged.

He despised what are commonly known as 'four-flushers' but honesty and straightforwardness were qualities he greatly prized in his men and if an employee did not know anything

about questions asked it was safer to say so at once; any deviation from the simple path of truth was likely to be the beginning of trouble.

Mr. Eaton had his own method of extracting every possible bit of information from his men. He would propound a query and receive a reply but that was only the beginning. When the man questioned had completed what he thought to be a suitable answer Mr. Eaton would say "And. . .?" pausing for him to continue. Usually the man would add something further to what he had already said. Again would come the one word "And. . . ?" from Mr. Eaton on the assumption that the one questioned had by no means exhausted his subject and could still say a good deal more. And so being spurred the man interrogated would continue until he had told absolutely all that he knew or thought he knew of the matter under consideration.

The Governor himself seldom volunteered an opinion during such conferences, his sole object being to get the point of view of the other

man and the reasons therefor. It was the underlying principles of action with which he was concerned. If a principle were sound and worth adopting, he knew that as a rule it could be worked out in practice. The fact that there were possibly a hundred comparatively new and efficient machines doing work in one of his factories was no reason for keeping them if a newer type of machine came on the market with twenty per cent. greater efficiency than the old ones. The cost of the new machines he knew would be a mere bagatelle in comparison with the increased output of the factory in the course of a year or two and in such cases he never hesitated. It was the 'why' of any matter which chiefly concerned him. If, as in the above case, the factory manager had made the suggestion that ten thousand dollars' worth of machinery be scrapped he would be asked "Why?" And when the facts upon which his recommendation was based were laid before Mr. Eaton if they appeared sound there was usually

a quick decision given,—"All right, go ahead," being the gist of it.

None knew better than he that the quickest and, in his opinion, the best way to learn any game was to play it. Therefore he plunged his buyers right into the middle of the game of buying merchandise. They had already been tested out at home. He trusted to their ability and common sense to take care of themselves in their new task and to buy neither too little nor too much merchandise of the quality which would sell best. He knew that his managers understood better than he did in their own particular lines what the public wanted, how much merchandise they could dispose of and what the profits were likely to be. If his buyers made mistakes and sometimes bought too heavily, or purchased stock which didn't take the public fancy it was their problem to dispose of it. That was how they learned. Mr. Eaton never held such mistakes against his men: he had made too many himself not to know that man is not

omniscient and that the shrewdest buyers make miscalculations.

It was far better for a man who was in trouble to go to Mr. Eaton and tell him all about it. He invariably got his sympathy and help. If he waited till Mr. Eaton found out and sent for him he was likely to get an altogether different reception. Mr. Eaton was not hard on his men who were finding it difficult to make things go in the store and if reasonable explanations were forthcoming he too was reasonable. In spite of his own strong opinions he would always listen to the other fellow's story and was frequently converted to another viewpoint.

One afternoon he and a deputy had a clash of opinion. They both stuck to their guns and Mr. Eaton, somewhat irritated, said:

"Well, well, what of it?"

"Well," said the deputy, "if you're right I'm wrong. If I'm right you're wrong."

Mr. Eaton smiled and went off but he never forgot the expression. Whenever he and that particular deputy differed thereafter Mr. Eaton

with a twinkle in his eye, would say: "If you're right, I'm wrong. If I'm right, you're wrong."

His methods of making his men think were not always obvious. He took, for example, considerable pains to describe to some of his men a method of getting to Euston Station in London for twopence instead of taking a hansom. It was not the saving of the fare which he had in mind; that was neither here nor there. It was an attempt to inculcate the principle that they should always endeavor to obtain the greatest value for their money. With that idea once fixed in their heads he knew that they would be keener buyers and would do better for the business of the T. Eaton Company.

In London, England, some thirty years ago, he met one of his young managers and arranged to meet him at the railway station next morning and accompany him to Bradford. "Take the bus at Fleet Street," Mr. Eaton admonished him. "It will cost you a penny from the door of your hotel to the station."

The manager, however, took a hansom and

met Mr. Eaton at the station at the time appointed. "Did you take the bus?" was the first question fired at the manager.

"No, Mr. Eaton. I took a hansom."

"What did it cost you?"

"Eighteen pence!"

"Eighteen pence,—and you could have got here for a penny. Take the bus next time, George." He evidently had a motive in teaching that lesson in economy.

The same young manager had another experience with Mr. Eaton after returning to London from Germany where he had been buying goods. He had three days to spare before his boat sailed for home and Mr. Eaton, who was again in London, asked George if he had seen Paris.

"No, sir," he replied.

"You should see Paris. You had better go over there and buy some goods. You can leave to-night, spend to-morrow in Paris and return next night. I will get you a ticket."

Mr. Eaton accompanied him to the train

and gave him minute instructions as to how, when he got to the station in Paris, he was to call "Cocher," and give the cabman one franc, 50 centimes when he reached his destination. George did everything to the letter. He paid the "cocher" the exact amount and to this day has never forgotten the expression on the cabby's face as, holding the coins in his palm and gazing at them until George was out of sight, he poured forth a torrent of vitriolic language which George, though unable to comprehend French, understood perfectly. George afterwards concluded that Mr. Eaton had played a practical joke on him knowing perfectly well how the cabby would storm and rage when he found that he had not received the customary "pourboire."

CHAPTER XV

Specialization and Progress

WHEN the wise farmer intends to sow certain seeds, like peas, in virgin soil he applies to the Department of Agriculture for a special kind of bacteria culture with which to inoculate his seed. These bacteria attach themselves to the roots of the young growing plant, extract nitrogen from the air, convert it into nitrates and supply that necessary food to the plant. As a consequence of this bacterial activity excellent crops are assured in soil which might otherwise fail to yield crops at all. Undoubtedly the plant supplies the food necessary for the life of the bacteria and the bacteria ensures a supply of nitrogen essential to the life of the plant. This interesting phenomenon which botanists call 'symbiosis' is not uncommon in the vegetable world.

The fields of commerce lying fallow in Toronto and Canada had never been inoculated with the culture of "Cash and Satisfaction Guaranteed" before the days of Timothy Eaton. Nobody had heard about this new species of organism or of what it could do if judiciously applied to the roots of a young growing business plant. It was for Timothy Eaton to discover this organism and to conclude that properly employed it would accomplish what he desired. He tried it. His young plant immediately began to show signs of increased vitality; its growth became more vigorous; it sent out numerous lusty shoots and before very long Toronto, and soon after Canada, had become thoroughly inoculated with this culture.

The T. Eaton Company had supplied the buying public with something necessary for its existence,—honest, fair treatment in trading. The buying public had given back in return to the T. Eaton Company that which was necessary for the Company's existence and contin-

ued growth,—their approval and co-operation.

But the Eaton crops increased out of all relation to the area cultivated and the volume of the Eaton business to-day over the year 1883 is infinitely greater in proportion to the increase in the population of Canada during the same period. This was not the result of accident. It took place because Timothy Eaton cultivated the untilled fields of Canada not only more extensively but he cultivated them more intensively. He induced three buyers to buy where one bought before. But he also persuaded them to buy more frequently and in greater quantity. He offered them special inducements to do so by guaranteeing quick delivery of the goods purchased, by making shopping easy, safe and satisfactory whether done personally or by proxy. He catered to almost every need of the human being and made it possible for the purchaser in any one of the numerous store departments to select from a greater variety of merchandise than it was possible to find in any other store in Canada.

Gradually the quality of the merchandise carried in stock was improved, and its variety increased in order that people in every walk of life might find exactly what they wanted in the big store. To-day the most expensive kind of furs or the latest French creations in dresses and millinery may be found in abundance, while the modest needs of the very poorest are catered to with equal skill, thought and care.

The best advertisement for any business concern, or a professional man for that matter, is a satisfied customer. Most people talk and act as a result of their own personal experiences. If they are pleased with their purchase they often tell others; if they are not they almost invariably 'knock' the trader who has not given them satisfaction. It is the desire of every intelligent business man to have his customers satisfied; if they go away pleased he knows that they will come back again. It isn't the sale made to-day which counts particularly in any business. But it is the sale that is so sa-

tisfactory to the purchaser that he will want to return and buy again that ensures success. It is remarkable that some men do business in such a way as to antagonize customers by trying to force them to purchase something they do not want, or by cheating them in making sales. Such a policy is so inherently suicidal that one can hardly believe that any business man would be fool enough to practise it. Nevertheless, the thing is done.

Twenty years ago a man and his wife came into the T. Eaton store with six tins of canned goods which they had bought six months before and asked to have them exchanged. The manager refused to make the exchange whereupon the man from the adjusting office told him the following incident.

"A few years ago a woman purchased her boy in this store a pair of boots with copper capped toes. The boy wore them, scratched the toes all up thereby practically ruining them, and then discovered that they hurt him. The mother brought them back to exchange. The

boot manager refused point blank to do so. Mr. Eaton happened to come along and stopped to listen to the argument. When the manager had given his ultimatum Mr. Eaton took the boots, slid them through the wicket and with the words 'I want my customers satisfied' walked away."

The groceryman saw the point, took the old canned goods and gave the customer their value in other commodities. For twenty years he has seen those customers purchasing groceries in his department. The value of the canned goods which had been returned was ninety cents. That the ninety cents loss was worth twenty years custom goes without saying. But the point is that Mr. Eaton's motive was not merely to keep friendly with customers; it was not a matter of policy; it was a question of principle. He wanted those people to feel that they were receiving full value for their money.

To enable people to shop easily, to make it possible for them to purchase by telephone and

at the same time to eliminate the inconvenience of collecting on delivery the Deposit Account system was adopted. By this method people deposit a sum of money in the Eaton office bank and are given a number corresponding to their account. In order that they will not be at any financial loss, customers are allowed interest on their money while on deposit. When goods are ordered by telephone the amount of the sale is deducted from their D. A. and they are rendered statements monthly. If the D. A. is overdrawn the customer is notified so that he may send another cheque. In this way it is possible for a person to shop by telephone in the store for months at a time without ever seeing a clerk, and yet keep track of their accounts easily and receive perfect satisfaction. For goods which are not satisfactory to the purchaser may be sent back and exchanged or their value credited to the D.A. To give the customer a square deal was the one great aim of Timothy Eaton and that principle, in essence, still spells success.

It was therefore natural that as T. Eaton inspired public confidence he should not only retain the customers who found his ways of doing business satisfactory, but that he should each year continue to attract large numbers of new customers. It was equally natural that under these circumstances the business should increase with the population of Toronto which was growing very rapidly. It was also understandable that the out-of-town trade should rapidly increase as the faith of the public in the T. Eaton Company and the population of Canada increased. Every year the main store continued to expand, the turnover in each department grew larger and the factory system kept on developing. Sometimes the growth seemed almost too rapid, but ways and means were always found to cope with it. Mr. Eaton was equal to every emergency. Nevertheless the growth of the Eaton business was so extraordinary and so many new problems were forced upon him for solution that it took the last ounce of physical and mental energy which

Timothy Eaton possessed. Oftentimes at night he went home and threw himself on the lounge utterly exhausted,—too tired even to take his supper. It was at such times that Mrs. Eaton, by her sympathetic understanding and advice or by reading and talking to him about other things helped him to forget his worries and proved to be a fine business associate as well as devoted wife and helpmate.

In the twenty years after the T. Eaton Company began business in Toronto the number of post offices in the Dominion had increased by 5,600; the number of letters handled increased from eighteen millions to one hundred and thirty-five millions. In the same period the tonnage of Canadian shipping rose by four millions and the number of vessels by six thousand; the imports doubled and the exports trebled in value; the assets of the chartered banks rose from seventy-seven to three hundred and sixty-five millions, while the revenues of the Dominion increased from thirteen to forty millions.

SPECIALIZATION AND PROGRESS

Canada in the thirty years between the year in which Mr. Eaton settled in Toronto and the end of the century expanded territorially, grew in constitutional status, developed freedom in fiscal matters, made immense strides in the creation of transportation facilities and developed more of the wide-world outlook than our neighbors to the south because of her connection with the British Empire. At the same time she made great industrial progress. The construction of the Canadian Pacific Railway during that period was one of the greatest financial and engineering feats of the nineteenth century. The importance of this transcontinental railway construction can hardly be overestimated. It opened up the whole of Canada. Towns and villages sprung up in a night and grew into populous agricultural, mining or lumbering centres. Branch tributary lines opened up other great areas and the settlement, cultivation and development of the great North West territories. Huge elevators were built as reservoirs to hold the enormous crops of

wheat grown in the new territories; numerous large steamers were built on the Great Lakes to carry part of the gigantic volume of freight which became necessary; Pacific liners began to connect the Canadian terminals with China and Japan enabling trade to be developed with the Orient and Australasia. It was the beginning of a new era in the commercial history of Canada.

Some merchants then, as now, were content to take the share of business which came to them in the ordinary course of events. As the city expanded the corner grocer, the milliner and the butcher opened shops to catch the local trade just as they are doing in Toronto and every other city to-day. They are more or less content to make a living.

There are a few merchants, however, who are not satisfied to adopt this attitude. They are dreamers visualizing greater things for the future. They are not content with what is being done. Their limit is only 'what is possible'. They see that the local trade, valuable

though it is, can be multiplied by extending service to people far removed from the city; in fact so valuable may this outside trade become that there are now huge mail order houses in existence that cater solely and profitably to mail order customers all over the country and carry on no local trade whatever.

Such a merchant was Timothy Eaton. He had an almost unreasonable belief in the great future of Toronto. He saw no limit to the possibilities of his business but he realized that much of the developing must be done by his deputies. He knew that he must keep his hand on the wheel, regulate the speed and direction of the craft of which he was the master, and keep a weather eye open for squalls. So he was always looking out for ability, gave his men opportunity to develop their latent powers and gladly paid for any improvement in their services rendered. He knew that in unity there is strength and he carefully nurtured and cultivated the Eaton spirit. He realized perfectly well that if each part of the complicated ma-

chine was properly looked after and made to work smoothly, the whole was sure to operate satisfactorily.

Like a great engineer he kept adding more boilers and more horsepower to his plant. He extended his shafts, and put in more belts to drive more machinery. He added subsidiary transmission lines, extended his power cables and operated farther afield. And through its creation he developed engineers skilled and highly trained to take care of the various parts of the vast machine which he had invented and built.

The Eaton system had by 1890 become pretty well crystallized. It was developing into the now well known organization where each department is run as a separate store with its own staff and its own chief. Specialization had taken place everywhere. There were now carpenters to put up partitions and make alterations instead of the sales staff as in the earlier years. There were electrical engineers as well as mechanical engineers. Even the office

staff was beginning to become specialized, one section looking after one thing and one another. The delivery service, financial system, mail order, foreign offices and other branches were developing under the able supervision of his son E. Y. Eaton and other young aggressive managers.

During the Exposition at Toronto in 1884 a small booklet of thirty-two pages—the first Eaton catalogue—was distributed to out-of-town visitors. They began ordering goods by mail and it was necessary to turn these mail orders over to a special mail staff to look after. Next year the catalogue was increased to 48 pages and thus the mail order branch of the business became firmly established.

To-day the settler in Northern Ontario, in the Maritime Provinces, in the far North-West or British Columbia can buy goods by mail. In fact, it would be impossible for people even to exist in some parts of Canada were it not for the mail order houses. The mail order system has been a factor in the stabilizing of

prices and protecting the consumer thus carrying into effect Timothy Eaton's foundation principle of a fixed price.

A lady who lived a pioneer life for ten years in the far north of Ontario said "the Eaton Catalogue in the north country is much more popular and consulted a great deal oftener than the family Bible. People read it for amusement and information as well as to learn about prices; the growing children look at the pictures and cut them out if they can do so unseen by their parents. The new settler borrows it from the older one; it is in every home and always in use."

CHAPTER XVI

From Manufacturer to the Public

THE growth of Toronto and Canada had been rapid and Mr. Eaton, seizing the tide at its flood, swept on to fortune. His business policy had not only made him friends but it had kept them. The phenomenal growth of Toronto and Canada helped to provide a continuous stream of customers and as a consequence buildings had to be provided and organization improved to care for their needs.

In 1886 a block of land on Queen Street, 31 feet wide, was purchased and built into the Yonge Street Section giving a total of one acre of floor space. Subsequently another strip on Queen Street was bought and soon after parcels of land on the four streets bounding the block were acquired in the following order:

A strip of Yonge Street north of the main building.

A strip on James Street that provided a through thoroughfare to Yonge Street.

A strip in the centre of the block on Albert Street that gave access to that street from the store.

The large block on the corner of James and Albert Streets.

A strip on James Street south of the main James Street entrance.

The remaining piece of land between the main Albert Street entrance and the James Street corner.

The parcels of land on Yonge Street north of the main Yonge Street entrance to Albert Street.

These pieces were all built into the store so that at one time it represented a right angle, at another a T-square and at another a Maltese Cross.

At the time of Mr. Eaton's death in 1907 all the block with the exception of two stores

at the corner of Queen and Yonge and one on the corner of Albert and Yonge had been included in the huge store.

The first telephone was placed in the Eaton store in the year 1885. Though an elevator which was sometimes used as a goods hoist and occasionally for carrying passengers had been in operation in the Yonge Street store since 1883, the first plunger type of elevator was installed in 1886.

One manager at that time kept harping on the necessity of a new elevator for passengers only. He had looked into prices and chosen the location. Finally one day Mr. Eaton asked: "What will it cost?"

"Eleven hundred dollars," was the reply.

"Where will you put it?"

"There in the side of the light well."

"All right," said Mr. Eaton. "Go ahead."

In due time the elevator was installed and, as the man responsible for having it put in said, "It was a dandy!" Indeed, it was so attractive and convenient that it soon proved inade-

quate to carry all the customers. As a remedy to relieve the crowding of the elevator there was a naive order issued one morning that the elevator should carry customers upstairs only, leaving them to walk down; but the sight of a group of ladies on the top floor animatedly pressing the push button called for the immediate rescinding of the order.

In the early days as was generally known, Mr. Eaton was given financial backing by the John Macdonald wholesale house. In the middle '80's Mr. Eaton's business had developed into a flourishing one; nevertheless with all his purchases of lands, alterations and extensions it would have been doubtful in the event of a forced sale as to which side of the ledger the balance would be on.

Mr. John Macdonald sent for Mr. Eaton one day and asked: "What are your liabilities, Mr. Eaton?"

Mr. Eaton told him.

"And what is your credit balance, Mr. Eaton?"

"Seven dollars, a wife and five children," was the startling reply. He meant, of course, that if he had been sold up those would have been his total assets in spite of the fact that even then he had the premier business in town. No further questions were asked.

On another occasion when rumors of impending failure were in the air, the Federal Bank suddenly called on Mr. Eaton to pay off a $50,000 loan. Without a word he went to another bank, got credit, paid off the indebtedness and never again mentioned the matter. He was an extremely difficult man to corner and his resourcefulness seemed to be unfailing. Whenever he asked the banks for credit to put up some new building, a rumor that the Eaton Company was on the verge of bankruptcy was sure to begin circulating.

In 1886 the policy of closing on Saturday afternoons during July and August was adopted and in 1891 the store was closed at 6 p.m. all the year round except during the Christmas, Easter and Exhibition periods. In 1895 the

store was closed at 6 p.m. during Christmas week and in 1897 during Easter and Exhibition. In 1904 another reduction was made in the working hours when the store was closed at 5 p.m.

The tenacity of purpose of Mr. Eaton in adhering to the decision made in his early years to cut the working hours of his employees to the absolute minimum is admirably shown by these repeated actions. He was not following anybody else's lead or being forced to follow his course by public opinion. On the contrary, what he did was done voluntarily in the face of much competition from without and opposition from some of his managers from within.

As the business expanded, three new developments became necessary which have proved of vital importance in the subsequent life of the company.

The first was the Mail Order System to take care of the out-of-town trade.

The second was the creation of a factory sys-

tem to manufacture classes of goods to shorten the distance between factory and customer.

The third was the establishment of buying offices in London in 1893 and in Paris in 1898 to look after the foreign business. It was obviously useful to have Eaton employees living in Europe to look after Eaton interests there.

The Eaton representatives in the foreign offices simply act as the eyes, ears and mouthpiece of the T. Eaton Company and bring the European markets directly into contact with the Canadian office. These men know the local European markets and the local tendencies. They are able to advise the home people of the trend of trade, to accompany them, if necessary, on buying trips, introduce them to new business houses and act as interpreters.

Furthermore, they can settle accounts or disputes much more readily when there on the spot. They are also able to speed up deliveries of merchandise and they can purchase in person whatever merchandise may be ordered by cable. During the war the foreign offices

did most of the buying and forwarding.

What an amazing difference this was from the way Timothy Eaton did business thirty years before! In those early days there were no cables through which orders could be sent, no telephones and no short cuts. Even in Canada in the rural parts goods had to be hauled to their destination in most cases by horse or ox cart over vile roads; while to-day improved roads and the development of the automobile have, to a large extent, eliminated distance. The advent of the wireless telegraph, the wireless telephone and the telephotograph are annihilating space still further so that it will soon be possible for the President of the T. Eaton Company and his London or Kobe representative to talk by wireless telephone and not only recognize each other's voices but see each other as they talk.

The factory system had its origin in 1886 in the making of window blinds. A salesman conceived the idea of making window shades in his spare time of special sizes not obtainable from

the factories. He was busily engaged on this task with the aid of an ordinary sewing machine when Mr. Eaton noticed him at work and asked him whether a girl could not do that work and free him to do something more important. The man took the hint and soon he had several girls making up window shades, curtains and other household furnishings. In 1889 a small factory was started in the store to make underwear but the management of this not proving successful it was handed over to the "Window-Shade" man. Reducing the distance between the Factory and the customer lowered the cost of distribution so much that the selling prices were low enough to create a large demand for the goods. This in turn called for more sewing machines and more workers. The manufacturing space in the store building soon proved inadequate and it became necessary to move.

The mills in Canada at that time refused to sell fabrics direct to retailers though they would sell to any kind of a factory. Mr. Eaton

wanted to eliminate the profit of the wholesaler and give the benefit of that elimination to the public in the form of cheaper goods which in turn meant a greater volume of business. Accordingly he decided to enlarge his factory, separate it from his own retail store and operate it under a different name. In this manner the factory of Wilson & Company in the old Truth Building on Adelaide Street came into being and Timothy Eaton was able to buy all the raw material he wanted from the mills while the public reaped the benefit in reduced prices.

Like the other Eaton departments the factory on Adelaide Street soon began to experience growing pains. In the original little Yonge Street factory there were eight sewing machines; in the new Adelaide Street factory the fifty electric machines employed in making wrappers, blouses, shirts and boys' knickerbockers soon proved insufficient to supply the demands of the store. In 1893 a four storey factory was erected at the corner of James and Albert Streets and women's coats, dresses,

capes, and skirts were added to the list of things manufactured and the business in ready-made clothing rapidly developed to large proportions.

As the store grew in size and the volume of business transacted there and in the mail order branch multiplied the factory was squeezed out of the building on the south side of Albert Street and in 1896 took up newer and more commodious quarters in the north side of the same street; there the manufacture of men's clothing and furs was begun. From then to the present time the story of the Eaton factories system is a story of continuous expansion which has culminated in the erection of huge blocks of factories on Louisa, Alice, Terauley and Bloor Streets and as well as also in the cities of Hamilton and Montreal.

The advantages of factories to the store and mail order businesses would seem almost self-evident. Eaton factories do not require travellers to sell their products. The Eaton buyers can at any time inspect all materials used in

making goods, are able to satisfy themselves as to the quality of their own factory made goods and may become familiar with the details of their manufacture. The buyers also being in constant touch with the public and its tastes are able to advise the factories in regard to the varying fancies and demands of the people. Naturally the elimination of the cost of selling and bad debts makes it possible for Eaton factory made products to be sold more cheaply in the Eaton store than would otherwise be the case and the system is therefore of benefit to the public.

The Eaton factory buildings themselves are modern, sanitary and up to date in every respect. They have fire-proof walls and smoke-proof stairways. Sanitary drinking fountains, modern machinery, brilliant lighting, good ventilation and a hospital for cases of sickness or accident make life for the operators very different from what it used to be in most of the horrible factories of earlier days.

Like the store workers, the factory workers

have the same hours and holidays, while as a rule continuous employment obtained through manufacturing staple goods in dull seasons has been made possible for them. This of course is possible only through judicious advertising and special sales in dull seasons.

One of the secrets of Mr. Eaton's success lay in advertising. Nothing was too small to advertise. No feature which would appeal to the thrifty housewife was neglected. Nevertheless he never failed to appreciate the fact that salesmanship was perhaps just as important as advertising.

He had strong convictions about advertising. He believed in using fairly large plain type, clear illustrations, straightforward statements and homely speech. When advertising did not suit him his favorite comment was "What reams of paper and barrels of ink are wasted by men who never think." He did not consider advertising in monthly journals to be worth while. What he had to tell the public about his merchandise, particu-

larly if he were offering special values, he told through the medium of the daily press. A monthly ad. in a journal would bring the Eaton name before a limited number of people but the name was already known throughout the length and breadth of the land. What people wanted to know was the range and quality of the stock always kept on hand. This they got in the Eaton catalogue and the daily papers where special values and bargains were also reported. He limited his advertising to those channels which he found would bring trade and he eliminated all forms of advertising that yielded insignificant returns.

He employed the very best advice on advertising that it was possible to obtain. Noticing a change in the style of Wanamaker's ads. he went to Wanamaker's to find out about it and learned that a new writer had taken charge. He found that this man had a brother in Buffalo engaged in similar work and engaged him to write Eaton advertisements. Mr. Eaton

believed in employing experts when it was necessary.

From 1880 Mr. Eaton had the assistance of his able son, Edward Y. Eaton, who entered the service of the store as a boy of seventeen. Mr. 'E.Y.', as he was commonly called, had a genius for the mechanical and organizing end of the business. He had an accurate eye for line, a keen ear for sound and a predilection for detail. Beginning as a boy he learned the business in all its multitudinous detail passing through every stage beginning as parcel boy and finally becoming Vice-President of the Company.

Mr. E. Y. was a very lovable man and, like his father, possessed a tremendous amount of determination. Naturally being of a somewhat similar disposition he and his father did not always see eye to eye on the same question. Nevertheless, Mr. Eaton had a regard for his son and sincere admiration for his ability. As he grew older he shifted more and more of the responsibility to the business shoulders of the

young Vice-President whose keen insight and business sagacity improved with the years.

The present cash system, though partly the result of a process of evolution, was largely developed by Mr. E. Y. In the earlier days small boys and girls came to the clerk at the call of 'Cash'. They took the money and the bill in their hands to the cash desk, were given the change and returned with it to the clerk. Sometimes if the customer gave the exact sum to a dishonest cash boy in payment of a bill the boy might conveniently forget to take it to the cash desk and slip the money in his pocket instead. The days were numerous when cash boys had to disgorge their 'excess profits'.

Subsequently, metal boxes were substituted for the open palm and the money and cheque were enclosed therein. This metal case was opened by the cashier, the contents removed and the bill and necessary change enclosed for return to the clerk. This process made it more difficult for the dishonest cash boy to steal.

Eventually the overhead trolley system came

into vogue in which money and bill were placed in a small wire cage travelling on wires which was shot to the cash desk by the motive action of the clerk. Finally the pneumatic tube system was recommended by Mr. E. Y. Eaton and though opposed at first by his father was at length agreed to. He ordered a pneumatic system from the United States at a cost of $20,000, Mr. Eaton stipulating that it be installed by a set date. Three months passed by after the date specified with no sign of the new system and Mr. Eaton went after E. Y. so strongly that the latter, without saying anything, wired New York cancelling the order. A long letter explaining why the New York firm had been unable to install the system came back to Mr. Eaton and he wanted to know why Mr. Edward had cancelled the order. As it was against Mr. Eaton's policy ever to cancel an order that had been placed he asked his son to recall the cancellation order, but Mr. E. Y., having heard enough of the matter, refused to do so and left his father to do it and assume the

responsibility for other possibly unavoidable delays.

It was thought at that time that the pneumatic system would be the last word in making change, but the cash register has simplified even that system and over two hundred cash registers in the Toronto store to-day are an indication that the process of evolution is still going on.

Mr. E. Y. Eaton, after studying closely the delivery systems in London, Paris, Berlin and many other cities, worked out a system of delivering goods so perfectly that it stands to-day practically unaltered. It was he who went about looking for and correcting mechanical imperfections, who constantly sought to improve the system of handling, selling and delivering of merchandise and who acted as a constant stimulus to his father in such matters. For example, he had everything to do with the establishment, organization and elaboration of the Eaton foreign buying offices.

It was Mr. E. Y. who induced his father to

adopt the new system of typewriting. After some difficulty he persuaded Mr. Eaton to dictate some letters to a shorthand writer and then go out into the store with him. When they returned a short time afterward the letters, with copies were lying on Mr. Eaton's desk ready to sign. He was immensely impressed. "That's what I dictated all right, and there's a copy. That's fine," said Mr. Eaton, after reading them, and needless to say the typewriting system was adopted.

With a knowledge of his particular genius for organization, it is significant to note that the Eaton business began to develop tremendously just about the time that Mr. E.Y. began to assume an active role. Just how much credit should be given the son for developing and perfecting an organization which was essential to the proper expansion of such an enormous business it would be impossible to estimate at this late date. That it was great must be admitted. Whether it was vital or not to the ultimate success of the Company no

one can tell. Knowing the business of merchandising in every detail from the elaboration of the raw product to the delivered article he, with his well organized mind, must have been of incalculable value to his father and the business. He was the forerunner of the 'efficiency expert' of to-day.

Like his father Mr. E. Y. had the public always in mind; like him, he realized the fact that, with satisfied customers, the sales would take care of themselves. One thing which annoyed him in the early days was the circumstance that the address labels attached to delivery parcels were frequently torn off, as a consequence of which parcels were not delivered and customers were vexed. The problem was solved by Mr. E. Y. seizing upon a suggestion made by a relative that the labels be pasted on the parcels. This practice was adopted and is the one now universally in use. Though apparently a little thing it was responsible for eliminating a great deal of trouble and annoyance in a huge

business where many thousands of parcels are delivered daily.

The Eaton wagon seen on the street to-day, with its ivory colored wheels, dark blue body and red cage, is the wagon exactly as it was designed by Mr. E. Y. Eaton. Other features of the business planned by him, though not so apparent, are operating to-day just as he evolved them some twenty to thirty years ago.

CHAPTER XVII

Changing Policies

THE change of policy in buying which had been anticipated by Mr. Eaton occurred shortly after moving to the new premises. A young and enthusiastic departmental manager went to the head office and asked Mr. Eaton to come down to his floor and there, pointing with a gesture of despair to some newly arrived stock, he exclaimed:

"Just look at the stuff which you bought and I have to sell!"

"What's wrong with it?" demanded Mr. Eaton.

"What's right with it!" countered his manager. "I can't sell those goods. The colors are not popular. You haven't got enough variety and the variety you have isn't the right kind."

"Well, why not go and buy it yourself?" said Mr. Eaton as he walked away.

Shortly afterwards that enterprising youth made his first trip to England as a buyer and visited the various wholesale houses in England and Scotland from which Mr. Eaton bought merchandise. There it suddenly dawned upon him that the wholesalers themselves bought from the manufacturers. He therefore went direct to some of the manufacturers, placed some orders and demanded the reduction in prices allowed to wholesale houses. He got them. One local Toronto wholesale house, however, created trouble and tried hard to prevent this—to them—iniquitous practice becoming established of manufacturers selling direct to retailers. There was some—probably acrimonious—debate over the question and a few manufacturers did actually refuse to sell to the T. Eaton Company. Others, however, appreciating the fact that this growing store was even then buying as much as some of the wholesalers agreed to sell direct to it and the

question was decided in favor of the T. Eaton Company. It was the kind of struggle which Timothy Eaton enjoyed. He was never at a loss for an alternative, and if one method wouldn't work, he immediately tried another.

Mr. Eaton was not only keen to buy goods cheaply, but he wanted to sell them as quickly as he could. It was his custom to walk through the store every day, keep his eyes open and question employees. His powers of observation were remarkably acute. He missed nothing and he unhesitatingly drew attention to everything which needed correction. A cloth lying on a piece of furniture in a corner would be sure to draw forth some remark, as would the appearance of dust on a glass counter case or other apparently trifling matter. This was only incidental to observations which were much more important. He was keeping his eye on the stock and the salespeople.

He did not like to have on shelves and in stock rooms merchandise which did not move, locking up money which should be working,

taking up space which could be used for other purposes and constantly depreciating in value. "Get rid of them," was his slogan. Anything which was hanging fire he had no use for. "Turn it over"—"Keep the stock moving!" were his constant adjurations and he left it to the head of the department to act.

Going up to a salesman he would point to a pile of merchandise which he had probably been watching and ask: "How much have you got of that? How much of it have you sold?"

And if the answer proved unfavorable "Get rid of it."

If it didn't move it went to the bargain tables for what it would bring.

Though he gave his managers almost unlimited authority there were certain rules which all had to observe. One of these was that when an article from stock was required in the store itself, no matter for what purpose, a requisition had to go through the office. On one occasion an engineer casually remarked to one of the employees of the carpet department: "If

you have an old piece of oil cloth you might let me have it to cover a small bit of flooring in the engine room." The salesman found an odd piece suitable for the purpose worth about 38 cents, took it down to the engine room and tacked it on the floor where it was wanted. About an hour afterward Mr. Eaton dropped into the engine room and spied the oilcloth.

"Where did that come from?" he demanded, pointing to the oilcloth.

"A man from the carpet department put it down," the engineer replied.

"Tell him to take it up," was the answer, and taken up it was.

The Eaton system had been sidestepped and that could not be tolerated even for the small amount of 38 cents.

Mr. Eaton rarely used a word more than was absolutely necessary for his purpose. Passing through a department one warm summer day he stopped and said to the manager: "Stop it, B., stop it," and walked on. B. for some time was puzzled as to what Mr. Eaton want-

ed. Finally he thought of a tap which the engineer had ordered to be left running and turned it off. A short time afterward he was sent for to the office.

"Did you stop it, B?" the Governor asked.

"Yes, sir," was the reply.

"Who ordered it to be left running?" Mr. Eaton asked.

"The engineer," B. replied.

"All right," was the answer, and the matter ended. It was characteristic of how he was always trying to stimulate his men to observe for themselves and to look at things as he did.

When Mr. Eaton was holidaying in Muskoka one summer his son, E. Y. Eaton, telegraphed his father about something important and prepaid the reply. The father made no answer. E. Y. telegraphed again. Still no reply. He telegraphed a third time "Collect." An answer came back reading: "Consult E. Y. Eaton."

To trust his executives and give them full responsibility was an essential part of his system.

Shortly after the first factory was started the manager, D., found himself one morning with a strike on his hands. He telephoned Mr. Eaton and asked him if he would come down to the factory.

"What is wrong, D?" Mr. Eaton asked.

"I have a strike on down here," was the reply.

"Is there a man named D— there?"

"Ye-es," stammered the manager.

"Consult him," said Mr. Eaton and hung up the receiver. It was a lesson in accepting responsibility which D— never forgot and never afterwards did he bother his chief unnecessarily.

Mr. Eaton was a very difficult man to argue with and every argument with "the Governor" was accounted something of an adventure by the daring ones who attempted it. He didn't want book knowledge or notes. If an employee pulled out a note book to supply some data asked for he was met with the remark: "Put it back again!" Unless the information

was in the employee's head he didn't want it.

A certain deputy had been occupying a great deal of his time with subsidiary matters having to do with the Eaton farms and the Eaton family and to that extent was neglecting more important problems. Mr. Eaton called him into his private office one day and asked him some important question involving figures. The deputy said "I will get that for you," and leaving the room obtained the necessary data from another official and returned with it to Mr. Eaton.

Another question was immediately shot at the chief with a similar exit for particulars and a similar return, and this process was repeated half a dozen times. Finally Mr. Eaton asked: "Where are you getting that information?"

"From Mr. Blank."

"Well, I can get that information from Mr. Blank myself at any time. You should have it too. It is no use wasting your time getting me what I can get directly myself."

The deputy saw the point and resigned.

His prejudices were pronounced and among these was a dislike of insurance men. For some time he actually refused to employ a man who subsequently became a successful manager because for a time he had been forced to sell insurance.

Believing that a certain manager was getting in with a number of men of whom he did not approve Mr. Eaton asked him suddenly during an interview about some other matter. "Do you know Proverbs 1-10?"

"No, sir."

"Look it up."

The verse read: "My Son, if sinners entice thee, consent thou not."

The origin of the various departments in the T. Eaton Company store appears to have been in some cases casual. The elaboration of an idea as the result of necessity, or the throwing off of a section of a department which had grown too bulky were sometimes the sources from which sprang new businesses, each in itself now of gigantic proportions.

The grocery department, for example, began through the sale of nuts for Hallowe'en. It was so successful that the sale of nuts was repeated at Christmas time with the addition of raisins. The Company then became the representative of an English tea company and when canned fruits and vegetables had been added a new department for the sale of groceries was practically assured.

The furniture department took its origin from the fact that a young Eaton manager about to be married desired to set up housekeeping. He found that furniture was expensive and it struck him that if the Eaton Company were in the furniture business he might be able to obtain his furniture cheaper. Accordingly as the head of a department he went to the private office, made his suggestion and succeeded in getting the necessary authority to purchase furniture. The department was a success from its inception. The wall paper department was started by the same man who one day decided that the carpet department

might as well handle wall papers and forthwith bought a considerable quantity as an experiment. They sold so well that a wall paper department at once came into existence.

The meat department began with the sale of a by-product from the Eaton farm in this fashion. Mr. Timothy Eaton asked the manager of the grocery department one day whether he could dispose of twenty hogs which were to be killed at the farm. He replied that he could. When the animals were dressed the manager took a man to the farm who understood the process of pickling pork and the carcasses were duly placed in barrels in a room which was to be kept iced by one of the farm hands.

A few weeks later Mr. Eaton asked the grocery department manager how his pickled pork was getting on. The manager, realizing there was trouble brewing, got out to the farm that afternoon to find the barrels boiling over and the pork gone bad. The icing process had

been neglected and the result of it was that the pork was buried.

"Well, what did you do with your pork?" was the question which greeted the groceryman next day.

"I had it buried, sir," was the answer.

"It served you right," said Mr. Eaton. In the opinion of his chief the money loss was immaterial if a lesson in responsibility had been learned.

Subsequently there were plenty of hogs, cattle sheep and fowl from the farm sold in the grocery department, and that part of the business grew so rapidly that at the end of two years it was separated to form the new meat department.

The restaurant was started solely for the convenience of shoppers because Mr. Eaton believed that many of his customers, tired from shopping, would like to be able to obtain a cup of tea or a glass of milk and some light refreshment while they rested.

Mr. Eaton himself had no more illusions

about making it a revenue producer than he had about making profit out of his farm.

Though all the new ideas in the store did not originate in Mr. Eaton's brain, his was the brain to grasp the value of a new idea and if it had value he saw that it was given a fair trial. It was for him to search for the kernels of grain in the mass of chaff which passed through his hands from time to time. He was not always right in his decisions but he had the courage of his convictions and never hesitated to give a new idea a thorough trial if he made up his mind that it was worth it.

His intense sympathy for the worker was apparent from the very beginning of his business in Toronto. He steadily adhered to his principles and put one plan after another into operation to make life easier for his employees. He had steadily reduced the hours in his store till the work ended at six o'clock. Finally he concluded that the time was opportune to make the most important step of all for the improvement in the welfare of his employees.

CHANGING POLICIES

In the Evening Telegram of June 15, 1886, the following paragraph appeared at the top of the Eaton advertisement:

> "Early Closing—'To be' or 'Not to be' is the question. It's in your hands—you are most concerned in the matter. Can you do all your shopping before 6 p.m. on Saturdays? Ladies, take up the agitation. Send us a post card stating your opinion."

On the following day in the middle of the advertisement this paragraph appeared:

> EARLY CLOSING ON SATURDAYS
>
> "Post cards cost too much. We have adopted a ballot box system which will be found inside our door. Vote early, vote often for early closing. Put your name and address on ballot."

On June 18th a paragraph appeared at the head of the advertisement which ran:

> EARLY CLOSING MOVEMENT
>
> "To-day and to-morrow our ballot is for 2 p.m. closing on Saturday. Ladies, do not fail to vote."

On June 28th, 1886, the matter was settled by an announcement which read: "Our store will close at 2 p.m. on Saturday during July and August."

On July 14th the T. Eaton Company announced that their Monday sales were 50 per cent more than they had been on the corresponding day the previous year and assumed that the public indicated their appreciation in this practical way. A few days later an advertisement stated that the ballot taken had shown 1,500 votes in favor of closing at 2 p.m. and 1,900 in favor of closing at 6 p.m.

There is some suspicion that Mr. Eaton had determined to close at 2 p.m. no matter what the public decision was and that he had deliberately tried to work up public sentiment in favor of his early closing scheme. It was a radical action and if competitors would not follow suit it would have meant a considerable monetary loss unless the public proved to be in favor of the new idea. As a matter of fact 39 business men had agreed to close their dry

goods stores at 2 p.m. on Saturdays but most of them had backed out.

This fact Mr. Eaton passed on to the public in an advertisement stating: "We regret to say that all but a few have more preference for dollars than principle . . . We prefer principle to money. We told you we would close. We told our employees we would close . . . Ladies, pause for a moment. Place yourself in a store from 8 a.m. to 10 and 11 p.m. these hot months and how bright will you feel next morning. We appeal to the ladies to aid us to make Saturday afternoon and evening closing a success."

On July 22nd an Eaton advertisement read as follows:

> "Ladies—We are firm,—solid in favor of closing at 2 p.m. on Saturday . . . We have given our word to our employees and our customers that we would close. . . . We are closing on the principle of honour and health . . . Ladies . . . do your business during the week and liberate thousands of your fellow creatures."

The Eaton policy succeeded. The public

was sympathetic and co-operated with the company. The modern general practice of making Saturday afternoon a holiday for store workers had taken firm hold. The fact that others went back on their agreement did not disconcert Mr. Eaton. Apparently it only made him more than ever determined that if, as he believed, his policy was right it was worth making every effort to ensure its success.

One might ask why Mr. Eaton had waited sixteen years before establishing a policy which from the beginning he had known to be right and highly desirable. The answer is that he had to become firmly established in business before he was in a position to sustain the financial losses which such a policy would probably have entailed, particularly in the early days. He had to have the confidence and the co-operation of the public behind him if his policy were to succeed. This he had secured through a good many years of fair trading during which the public had come to believe in him and his methods. He had never forgotten his own

early days of hard work from early morning to late at night and as soon as he felt himself firmly established and holding the confidence of the public he put his determination to make life easier for his own employees into practice. He knew that all which he had in mind could not be done at once. He realized that the public had to be educated as to the reason for making each move, and that it was necessary to make haste slowly in matters where customers had sometimes strong ideas of their own.

In the Irish draper's shop where he served his apprenticeship, in the little stores in Glen Williams, Kirkton and St. Mary's, and in Toronto, Timothy Eaton learned the peculiarities of humanity and by years of patient experiment clearly visualized in his own mind pictures of the "average man" and the "average woman." To this composite of humanity he made his appeal, and succeeeded. He put his brains into the business and he left the result of close application and mental toil in the greatest store in the whole of Canada.

When we know that Mr. Eaton's life was guided by certain fixed stars and that his course was laid absolutely by them, we understand why he so seldom swerved from that course. His idea of success was to develop a great business, founded on the ancient and honorable principle of honesty, which would give the people what they wanted for the least amount of money.

Mr. Eaton did not care for money for its own sake yet he knew exactly the value of a ten cent piece. Money he valued because it enabled him to carry out his ideas and develop a great business such as he had dreamed of. The more money he made the greater could his organization become for, as is apparent, a business can expand only from the profits made from that business.

Like the other great merchants of bygone centuries Mr. Eaton entered the world with a certain innate character, underwent a course of training and when he entered business for him-

self found a certain set of conditions awaiting him.

These he engaged with all the confidence and determination which his breeding and environment had given him. Not on the first attempt at Glen Williams, the second at Kirkton, the third at St. Mary's or even the fourth attempt in the wholesale business in Toronto did he achieve what he considered to be success. But he refused to be beaten and in spite of circumstances, in spite of the times and the methods in use, in spite of the attempts of unscrupulous rivals to overcome him he ultimately won out and achieved his ambition.

Whether another man possessing the same initial mental, physical and spiritual capital as Mr. Eaton possessed when he first came to Toronto could make good in our times would be impossible to say. In all probability he would have to size up his problem in an entirely different way and attack it accordingly.

Someone has said that he had a clear field and a mighty poor opposition. Exactly the

same thing might be said of anybody starting in business to-day. Undoubtedly there are equally great opportunities of making as great successes in the business world to-day as there were fifty years ago and men are still making fortunes there. But if we could imagine a man starting out to-day with an entirely revolutionary method of doing business,—a method which would entail the education of the public to doing business in an absolutely different manner—then we can get some idea of what were the difficulties which Mr. Eaton encountered half a century ago. We should also gain some insight as to the determination, hardihood and almost reckless nature of the man. Nothing could daunt a spirit which did not understand the word 'defeat."

Mr. Eaton was the pioneer in Canada of the new school of business. He set the pace for all retail merchants in the Dominion and so well did he run the race that when he died he was recognized as the premier department store authority on the continent of America. Taking

into consideration the size of Canada Timothy Eaton achieved probably the greatest commercial success in the history of commerce.

CHAPTER XVIII.

The Heart of the Man

THE extent of Mr. Eaton's benevolence will never be known. He was liberal and he gave frequently but always unostentatiously. The number of his employees helped by him without anybody's knowledge was great but they were always cautioned to say nothing. He helped hundreds of people over hard places and even if the gift happened to be only a ten dollar note, a basket of provisions or a parcel of warm clothing it was accompanied by a clasp of the hand, a slap on the shoulder or a look which spelled a kindly sympathy and a warm, generous heart.

As his business grew he was able to give more largely but to the very end he loathed the idea of publicity. On one occasion he furnished a whole flat in the Toronto General

Hospital. It involved a large expenditure, no one knew how much, and he did it with the stipulation that nobody should know of it. It was to be given by "a friend of mine" and naturally the friend wanted the furnishings to be bought in the T. Eaton store. That was in the days before the giving of large donations to public hospitals had become possible in Toronto, and more or less popular and spectacular.

There were people who accused Mr. Eaton of making his profits out of labor. They said that his women employees were underpaid, that they could not live on the money received and that they were driven into illegitimate methods of earning a living. The salaries paid by any concern were governed largely by local conditions,—the old and much abused law of supply and demand. The T. Eaton Company fixed its minimum salaries for store employees on cost of living which involved an entirely different and a much more equitable principle.

Mr. Eaton was very fond of children and was kind and gentle to his own, playing with them

like any good paterfamilias. "Did he ever whip you, Sir John?" his son was asked. "Never," was the reply. On one occasion it was decided that Edward should be caned for some more or less serious misdemeanor and the boy was sent out to cut a switch. His father found the first one to be unsatisfactory and the boy was sent back for another. This, too, proved unsuitable and the boy made a third attempt. This also was found to be defective and Mr. Eaton told his son that he could not give him the whipping until he had been brought the right kind of a switch. Needless to say, the switching was never given; it was the only way out for a father who had no heart for the job.

Sometimes on a winter morning Mr. Eaton who was accustomed to walk from his home on Orde Street to the store would give one of his children a sleigh ride down University Avenue. There was a big tree in the centre of the sidewalk in one place and the boy John, then six or seven years of age, well remembered his

father running faster as they approached that tree. Swinging the sleigh with the boy around one side of the tree Mr. Eaton himself passed on the other and the rope catching the trunk brought the sleigh to a sudden stop and shot John into a deep bank of snow. While John extricated himself his father waved his hand, called out a merry good-bye and went on laughing. From experience and observation of fathers in general this seems to be a favorite trick of Canadian fathers and greatly enjoyed by Canadian sons.

When John was a little boy he was presented with a velocipede. Shortly afterwards when his mother and father decided to take him to the uncle's farm at Georgetown, John insisted on taking his new machine with him. His father explained that he could not use it on the farm; his mother explained the situation also, but John was firm. He was determined to take that velocipede and being about six years old and master of the situation the velocipede accompanied the trio. At Georgetown

they walked to the farm instead of driving, whether by arrangement to teach John a lesson or not has never been divulged. The path by the roadside was good at first, and John made fair progress on the velocipede until they turned a corner and ran into a sandy stretch. There the machine lost traction, John could drive it no farther and it began to dawn upon him for the first time that his parents knew some things even better than he. Mr. Eaton had to carry both John and the velocipede the rest of the journey and John had time to do some thinking—and arrive at some conclusions which he never forgot, for he told the story himself.

Mr. Eaton was always glad that his children could have a good time and he encouraged them to have lots of play. One of his arguments for early closing was that all the boys and girls employed in the store could go home after five o'clock, get an early tea and have a long evening for amusement and recreation. He might be called the real originator of daylight saving

in Canada for the main plea now put forward for daylight saving was the very one he made for early closing many years ago.

It was a significant thing that the first Saturday afternoon half-holiday given by the T. Eaton Company was celebrated by Mr. and Mrs. Eaton holding a picnic for their employees in High Park. He hoped to induce his co-workers to spend the Saturday half holiday in the open; to enjoy the sunlight and fresh air and to improve their health and by this practical demonstration he showed how they might spend other half holidays with advantage to mind and body.

Though Mr. Eaton himself was not a patron of sports in the ordinary sense and did not attend lacrosse matches, races and things of that sort he was entirely sympathetic with those who did. What time he took from his work he spent in riding or driving. He was exceedingly fond of horses and loved to handle a pair of steppers himself. Probably it was his way of escaping from business, just as the busy man

nowadays going for a motor drive in the country prefers to take the steering wheel himself and devoting himself to the mechanical task of driving gives his brain a rest from business cares. How that business strain sometimes told on Mr. Eaton may be gathered from the fact that, occasionally, on a summer evening instead of turning in to his house in Orde Street, he continued up the Avenue to Queen's Park and, stretching himself under the trees, rested his weary brain and body.

The summers of 1885 and 1886 were spent by the Eaton family at Windermere Hotel, Muskoka. The young family liked Muskoka and their parents decided to buy a place close to Windermere and build a cottage as their permanent summer home. A beautiful, well-wooded point of several acres was purchased from an old Muskoka settler, Mr. Forge, and in the following year the new house was ready for occupation.

It was dark when Mr. and Mrs. Eaton arrived at Ravenscrag the first night and, stumb-

ling over fallen trees and loose rocks, reached the cottage. There Mr. Eaton lit the lamp, Mrs. Eaton unpacked the basket of cooked things which they had brought along with them, the stove was lighted, the tea brewed and the two sat down to their first meal in the new home.

"This is grand, mother, grand," said Mr. Eaton, as he looked at his wife with beaming eyes and ate things which "mother" knew so well how to cook. And "mother" had the same happy look on her face as she told all about it not long since.

His great love for Mrs. Eaton amounted almost to worship; she was always his first consideration. Speaking to a friend sometime before he died he said: "You will always stand by mother, won't you? She will get angry at you sometimes but she will get over it; Mother's grand."

In almost similar terms he laid on his son John the responsibility for the care and protection of his mother shortly before he passed

away. And to Mrs. Eaton "Father was the best and kindest husband that ever lived."

"Ravenscrag" was a beautiful location. As the years went by and a new house was built, broad paths cut through the woods and many new improvements made, the place became even more attractive. The Muskoka sunsets as seen from the little look-out summer house at "Ravenscrag" are wonderful to behold; and it is doubtful whether a finer view is to be had anywhere on the Muskoka Lakes than the view from "Ravenscrag" at sundown.

It was there that the Eaton children grew up strong and sturdy, learning to swim, fish, sail, paddle and shoot; and there they learned to do the thousand and one things which boys and girls learn in the great Laurentian playgrounds of Ontario.

In this quiet retreat Timothy Eaton, as the years slipped by, spent more and more of his time during the summer holiday seasons. Though he received daily reports from the store and latterly kept in touch by means of the

"It is doubtful whether a finer view is to be had anywhere on the Muskoka Lakes than the view from "Ravenscrag" at sundown."

telephone he did little work but wandered about the woods enjoying nature. Probably the thought that in the great stores in the city thousands of his and other employees had to toil while comparatively few, like himself, had leisure to play, came home to him with compelling force in the restful, quiet days in Muskoka. The necessity for recreation experienced by himself as a boy and man no doubt impelled him to cut down the working hours of his employees to the absolute minimum.

On Friday nights, or Saturdays, it was the usual thing for one or more managers and their wives to arrive for the week end at Ravenscrag, and as there were usually numbers of other guests staying in the house the hospitality of the Eatons became proverbial. From time to time cottages were built for the married sons and daughters so that eventually in all there were six summer cottages at Ravenscrag enabling large parties to be assembled at any time for yachting trips, picnics and similar functions.

Like most men Mr. Eaton got to love the out-of-door life more and more as he grew older. He liked to watch a regatta. The people, the color and the athletic contests themselves delighted him. He said little but his eyes never lost a detail of what transpired. A gesture to attract attention to something, a twinkle of the eye or a smile at something humorous, a clap of the hand for the winner or the loser were the chief outward indications of what was going on within the man's mind. A fast yacht or a fast horse were a constant delight to him and he probably would have revelled in the modern mile-a-minute speed boat or the three-mile-a-minute aeroplane.

He was never quite so happy as when, with his wife at the other end, he presided at a large table surrounded by members of his own family and his friends. He loved company and the society of people who did things. He was happy with his family and nothing disturbed him so much as family discord. He acted on the principle that his wife was always right and

he wanted the members of his family to act in the same way. Though he himself had worked hard in his boyhood he did not want his own boys to go through what he had. "I want the boys to have more fun and play than I had," he once told his wife and he saw to it that they had. Nevertheless, he had no desire to ruin the boys by making things too easy for them and at a reasonable age they were introduced to the mysteries of commerce and finance and began learning the business by beginning at the bottom.

Mr. Eaton believed in the Bible and he based his life and work upon its teachings. Since his work was the expression of the man it may be truthfully said that the T. Eaton Company business is an outstanding example of the fact that it is possible for big business to be successfully founded on the highest principles. At one time he kept a number of bound copies of Proverbs and had a habit of pressing them on his managers suggesting that they should read them.

Mr. Eaton's religion was part of his very life. The only letters extant are a few which he wrote to his brother in St. Mary's before the year 1880 and refer over and over again to revivals being held in Toronto at that time. It is significant that he associated religion and business for he speaks several times of the progress of "the salvation business" with evident enthusiasm. He even quotes the texts used for the sermons preached each evening and dwells on "the good times" which they were having at the church revival meetings. From these letters it is perfectly manifest that he had a real passion for righteousness and a genuine hatred of evil; that is one outstanding fact which is superficially apparent in glancing over this very limited correspondence of over forty years ago.

To believe a thing, with Mr. Eaton, was to act upon it, to live it and to make his belief part of his policy and his business. And, therefore, with this in mind it is understandable how the Eaton policy as it developed was based on the man himself and was, in fact, an expression of

the man. There were times when business exigencies and Mr. Eaton's policy seemed incompatible, but there was never any hesitation on the part of Mr. Eaton as to the course to be pursued. "Hew straight to the line; let the chips fall where they may," was his belief and he carried it out to the letter.

One of Toronto's largest and most beautiful churches, Trinity Methodist Church, situated at the corner of Bloor Street West and Robert Street, owes its existence to a considerable extent to Mr. Eaton's constructive ability. In the '80's the district now served by the church was without a rallying place for those of the Methodist faith. The neighborhood was rapidly filling up and the distances which people had to walk to church—there were no street cars running on Sunday in those days—were such as to deter all but the most devout and rugged people from regular church attendance.

Together, with five other members of Elm Street Methodist Church, Mr. Eaton purchased the lot on Bloor Street and began the campaign

for funds to erect the building. During the summer a tent was used. In the autumn a frame Sunday School building was erected and the following year the present church was gone on with and completed two years later.

Mr. Eaton took an active share in church management. His interest in his church was so great that on one occasion he went to England to purchase goods, bought heavily during the three days before his boat returned and arrived in Toronto just in time for an important church meeting.

One year he took Mrs. Eaton and his young son Jack to Oberammergau to see the famous Passion Play. Mrs. Eaton was quite carried away by the earnestness of the players and the dramatic nature of the production. Mr. Eaton, on the other hand, thought the whole thing to be sacrilegious. The last days and crucifixion of the Christ were in his eyes too sacred and too holy to be pictured even to a worship-loving public. It might safely be said that if the Oberammergau production had

to depend on a Scottish or Ulster audience for its success it would prove a dismal failure whereas its appeal to those brought up in the traditional Catholic Church is undoubtedly great.

Public life held no attractions for him. He never made a speech on a public question. His sole medium of coming into touch with the public was through his advertisements. He took no part in politics but though he was commonly supposed to be a Liberal he had been known to vote for a Conservative whom he highly respected, an indication that he voted for men rather than party. He gave no interviews; the public knew nothing of what the proprietor of the great store thought about the burning questions of the day; neither did many of those who counted him as their friend.

He was very fond of livestock and always had a lingering regard for the farm life amidst which he had been born and raised. One day while having something to eat in the store restaurant he asked for a glass of milk but left it

on the table. Sending for a deputy he asked him to take the glass of milk and have it analyzed. It was found to be poor in quality and low in butter fat. "That won't do," said Mr. Eaton, and he decided forthwith to have his restaurant supplied with milk from Eaton farms. Accordingly, after due investigation, an excellent farm was located on the Etobicoke River near Islington and the Eaton farm became a reality. It was a nice little drive from Toronto and the trip back and forth gave the owner some much needed relaxation as well as an opportunity of indulging his taste for a farm and good live stock. His was not a superficial interest either.

Going through the cow stable he would ask: "How much did it cost to feed her?" If a favorable reply were received, all right. If the profit was non-existent on any particular cow it was: "Get rid of her. She's no use;" a brief statement that would improve the stock and dairy business of Canada fifty per cent. in five years if it were systematically carried out by

every farmer. He did not want "boarder" cows. The only way to determine whether a cow did or did not pay was by keeping an account of the cost of her upkeep and the revenue she produced. Timothy Eaton was a farmer well up in scientific stock management. Yet his farm was to him a pleasure and a relaxation. He did not worry as to whether it paid or not.

Mr. Eaton at times was a curious combination of determination and magnanimity. He was out to win but not for the sake of the prize. Once he had beaten his antagonist he was satisfied; he did not desire to humiliate him or exact the pound of flesh.

A neighbor once got into a dispute with Mr. Eaton about that hoary source of innumerable legal fights—a line fence. They could not come to a decision about the matter and as there were many other factors involved Mr. Eaton said: "You get your lawyer and I'll get mine and the four of us will talk the matter over." This was done. The neighbour's lawyer took up the first question.

"I'll concede that," said Mr. Eaton.

The next point was raised.

"I'll give in on that," said Mr. Eaton.

The third point was raised and this was also yielded as were those following until the neighbor's lawyer suddenly broke in with: "This is not fair to Mr. Eaton. I'll not stand for my client getting everything he wants without question!"

The matter was then settled amicably when the two lawyers realized that the one man had been perfectly reasonable and that the other had not.

It was a rule of Mr. Eaton that he would not go to law unless it was absolutely unavoidable. He hated the idea of the publicity attached to the process and preferred to pay voluntarily if that were necessary rather than incur the lawsuit and the possible damages resulting therefrom. Though he was a dictator and sometimes got into trouble in matters where he was determined to have his own way he knew that the publicity incidental to fighting in court

would not be a good thing for his business. He did not propose to risk losing in half an hour in the witness box a reputation that had taken him a lifetime to acquire.

There was, however, one notable case when he deliberately accepted a legal challenge. Previous to the year 1895 the T. Eaton Company had been selling certain proprietary medicines and toilet articles about which there could be no quarrel, but in that year with a good deal of reluctance and misgiving as to the outcome, Mr. Eaton opened up a Drug Department under the direction of a qualified druggist.

The latter, who had been in the store for several years in other capacities, had kept after Mr. Eaton until at the end of five years of constant urging he had finally secured the chief's consent to go ahead with the new venture.

The College of Pharmacy immediately entered action against the T. Eaton Company for selling Collis-Brown's Chlorodyne without registering it and won its case, the fine being a nominal one since the court took into considera-

tion the fact that this and similar preparations were being sold in grocery stores all over the country without being registered. The qualified chemist was then (1893-4) given shares in the Company and his name put on everything and registered in the College of Pharmacy books. In 1896 a new Act of Parliament made it necessary that a majority of the Directors of any company selling drugs be qualified pharmaceutical chemists. To meet the requirements of the new legislation Mr. Eaton formed the T. Eaton Drug Company which consisted of three members, the majority of whom were registered pharmacists.

CHAPTER XIX.

The Welfare of His Employees

IT is apparent from what has been written that Mr. Eaton's concern for the welfare of his employees was not superficial; he was deeply interested in the lives, the joys and the sorrows of people. He had a clear, logical mind but he also had a great heart, a tender sympathy and an intensely emotional nature, though these qualities were sometimes obscured by a brusque manner. He delighted in the conversation of his friends and in trying to get at their real thoughts. Sometimes it seemed as though he possessed the uncanny faculty of peering into the innermost recesses of their minds and reading what they had left unsaid.

As one would expect in a man with such a powerful and unique personality his likes and dislikes were most decided. There was noth-

ing neutral, nothing negative about his character. His feelings on matters that interested him were deep and when he was wrong and believed he was right he was apt to be unreasonable. But, as he mellowed in later years, he grew less rigid in his beliefs and once remarked to an old friend: "I have come to the conclusion that I cannot judge other men by my standards."

Most people admire and are affected by positive natures whether good or bad, and when a strong personality like Timothy Eaton occupies a position where he has direct influence over the lives of thousands of his fellow men and women he must consciously or otherwise exert a tremendous power for good or for evil. In the case of Mr. Eaton this influence was all for good, and though his words were few his actions spoke and still speak for him.

A man—we will call him Brown—who had been in the service of the store for about five years died suddenly. Mr. Eaton asked Brown's manager to obtain particulars as to his exact

financial condition. The manager reported that Brown had left $1,000 in life insurance and owed $3,000 on a mortgage on his house.

"Let's see," said Mr. Eaton. "Three thousand and one thousand insurance; that leaves two thousand. No, we had better leave the thousand for other things. Go down to the office and get a cheque drawn up for Mrs. Brown for $3,000. I think the children (a boy and girl aged about ten and eleven respectively) should be kept in school for a year or two longer. Then see that they get positions in the store and that they always have positions.

There is an interesting dénouement to this incident for that little girl, now Miss Brown, within a few weeks from this time of writing, is to marry one of the managers. The boy still has a position in the store.

That kindly action, like many others, initiated by Mr. Eaton, was carried out to the letter long after he had gone because he had willed it and none but the manager concerned and the beneficiaries knew anything about the

matter. Like numerous similar actions they have helped to perpetuate that intangible something which great men leave behind them, and impel his fellows to say: "He was a great man."

Even to-day, sixteen years after Mr. Eaton's death when the directors of the T. Eaton Company come to a place where a decision seems difficult somebody will be sure to ask: "What would the Governor do?"—Surely, a rare tribute to the wisdom and acuteness of vision of their late President and an indication of the fact that character and personality persist. Managers and Directors who knew him best speak of him with reverence, some also as though he were a superman. Yet to most of them he was no saint but a man possessed of a certain group of qualities which they epitomize in the word "Great." He had the rare faculty of being able to rebuke a man severely and yet send him away holding his head high, determined to do his very best for the Governor who had censured him.

On one occasion a map was wanted of the

City of Winnipeg and Mr. Eaton told one of his colleagues to write for one. The man, in order to save two days' time, telegraphed for the map and two days later on its arrival took it in to Mr. Eaton.

"How did you get it so soon?" he enquired.

'I telegraphed for it, sir," was the reply.

Thereupon the man was severely reprimanded for wasting money on a telegram when a two cent stamp would have served the purpose. Yet on the following day he presented that man and three others with Packard automobiles worth in all about $25,000.

Mr. Eaton set out with a deliberate calculated purpose to make life easier for his employees. He did not cut their hours of labor because somebody else had done so, and it would not look well if he did not do likewise. He wasn't dragooned into doing anything by force of public opinion. It was just the reverse process in fact, for he had to persuade the public to approve of his course of action. He

had not only to blaze the trail but to compel others to follow it.

The employees not only of the T .Eaton Company but of most of those in similar lines of work to-day may well revere the memory of the man who made shorter working hours and longer holidays possible. In this as in other things his dogged pertinacity and his idealism enabled him to batter his way through every obstacle and reach the desired goal.

The numerous anecdotes related in previous chapters indicate Mr. Eaton's personal interest in his employees, who were helping him to build up the kind of a business he wanted built, and, considered in that light, it seemed inevitable that he should be interested in them.

When a well-known face was missing, he wanted to know why. If employees were sick he wanted to know whether they needed help. If they required assistance he gave it to them. There was no question about whether or not they deserved it. If they needed it they got it,

that was all—and the necessary money came out of Mr. Eaton's own pocket.

In the early years in the old store at the corner of Queen Street when the men worked late on Saturday nights, Mr. Eaton would send them over to a nearby pastry shop for pork pies and coffee. He gave the clerks Saturday afternoon off in turn before the period of Saturday half holidays. He gave some of them new suits as a sort of bonus after stock taking and he helped them in other ways. Stocktaking was a great affair in the olden days; everybody stayed on the job till it was completed. Even "mother" was interested enough to bake baskets of all sorts of cakes and pies and bring them down to the store herself in the carriage so that "father" and the staff would not go hungry. Of course there were no restaurants in existence as there are now. It was a case of going home or going without. Some of the clerks in the store at that time, now grown gray, speak with a considerable amount of enthusiasm

of the delicious quality of "mother's" cooking and of her kindness in thinking of them.

In the early days also certain employees were asked from time to time to Sunday dinner at the Eaton home. There was no differentiation in their welcome from others, no patronage. The clerks were treated exactly the same as the rich guest,—in fact if there was any difference, the humbler guests were made all the more welcome, for neither Mr. nor Mrs. Eaton felt that they were in any way superior people.

A certain youth was sent up from the store to hang the blinds and curtains in the new Eaton home on Lowther Avenue. At 12 o'clock he was slipping out to lunch when he met Mrs. Eaton.

"Where are you going?" she asked.

"To get some lunch," he replied.

"You just stay here and have dinner with us," she said,—and he stayed, for when Mrs. Eaton wanted anything she usually got it. The boy was placed next to Mr. Eaton in the place of honor. He was given new-laid eggs at a

season when new-laid eggs were scarce, the same as Mr. Eaton. The boy was an honored guest for every day of the week in which he worked at the job. And to-day that boy, though now in a high position and a wealthy man, looks back on the experience as one of the great compliments of his life—when the boss welcomed an unknown employee to his table with the same courtesy that he would have extended to a wealthy business associate.

He was never too busy or absorbed to forget to pay attention to the small amenities of life. One day a twelve year old messenger boy from the store drove Mrs. Eaton down to the bank to meet Mr. Eaton. There was room in the dogcart for two only and when Mr. Eaton came out the boy touched his hat and started to walk away.

"Where are you going, Willy?" Mr. Eaton asked.

"To walk back to the store, Mr. Eaton," the boy replied.

"Jump in here," said Mr. Eaton and holding

the boy on his knee drove him back to the store. Mr. Eaton had evidently not forgotten the day when he himself had been left by his master eight miles from home.

The Eatons' custom of inviting their employees to Christmas dinner was kept up until the number of employees became so large that the Eaton home could not accommodate them. The function was then held in the store until even there it became impossible to obtain the necessary space. At the last affair of the sort at the store in 1898 the tables covered the Queen, James and Yonge Streets sections of the second floor and over fifty thousand pieces of silverware and china were required to serve that dinner on New Year's Eve.

It was on that occasion that Mr. Eaton said that he hoped by the end of the century the word "employees" would be replaced by "fellow associates." That is what he really felt in regard to his workers—that they were associates, interested in the business as he was and equally anxious to see it grow bigger and bet-

ter. And that is how the Eaton store spirit developed. Probably in no large store in the world is there a more loyal spirit to the firm for which they work than that existing among the T. Eaton Company employees. This store spirit is not a tangible thing but it makes for courtesy in service, develops pride in work and gives the public the feeling that the Eaton employees are loyal because they are being well treated.

Mr. Eaton remembered his employees, never forgot faces and seldom failed to have a smile or a "good-morning" for those he knew, frequently pausing to chat with one or other of the older employees. Cases of illness were reported to him and he, himself, made the enquiries through some deputy as to the seriousness of the illness and the need for medical or other assistance. It was only in late years when it became physically impossible for him to look after them all that cases of sickness were referred to others for reports and action.

During Mr. Eaton's life time doctors,

dentists or nurses were not employed by the Eaton Company as part of the staff as they are now. When a doctor or nurse was required a practising physician or nurse was sent to the case.

In recent years advances in public health have made it clear that every individual in a community has a personal responsibility for the health of the community and many industrial concerns have taken an active interest in looking after the health of their employees. The fact is also recognized that it pays to keep employees healthy.

This point of view was not considered by Mr. Eaton. He looked after his sick employees because he was human and believed that it was just common decency to care for his workers who were financially or otherwise unable to care for themselves. Nobody had told him that it was good business to do so. He did it because he was a fair minded employer who firmly believed in helping his co-workers. He could not have done anything else. It was the

inevitable result of the training and the religion of a man who had forgotten nothing and felt very deeply for those who were in trouble.

Timothy Eaton was truly kind and sympathetic and numberless stories could be narrated to illustrate these qualities. His sympathy was usually expressed in action, seldom in words. Calling one day on a sick employee he found him in bed with the windows closed and a number of companions in the room. He threw open the windows, sent the companions home, immediately dispatched a nurse to look after the sick man and saw that he was carefully looked after until he had completely recovered. This man ultimately became a Vice-President of the T. Eaton Company.

Speaking to one of his older and valued women employees one day Mr. Eaton asked: "Do you get a good warm dinner at noon?"

"No, Mr. Eaton," she replied, "I can't get home and back in the hour."

"Then tell Mr.—— to let you take an hour

and a quarter or an hour and a half," an order that held as long as it was necessary.

Frequently Mr. Eaton helped his managers or other employees to buy their homes. On one occasion he learned that one of his managers was looking for a house and sent for him.

"How much do you want to pay?" Mr. Eaton asked.

"About $7,500.00," was the reply.

"Well, go up and look at the house at number so and so on Blank Street and tell me if you like it."

The manager reported that he liked it all except the hall.

"Well, we'll fix the hall," said Mr. Eaton.

"But I can't afford that price," said the manager, who knew that the house must be worth at least $15,000.

"It's yours for $7,500.00," said Mr. Eaton and the house with the hall altered to suit was duly transferred to the manager for the price mentioned.

CHAPTER XX.

Interest in Education

THE history of Mr. Eaton's later years was the history of the growth of the business. He was its inspiration, its mainstay, its guide. Through all the stages of its development he held the tiller; he steered it clear of shoals and brought it safely to port. He had striven to make the business a national institution. He succeeded in making an institution which ministers to the needs of a nation, an institution which occupies an important place in the economy of the country.

When we try to discover the underlying principles responsible for Timothy Eaton's success we are somewhat at a loss. No formula can be made to fit the case. But we do realize that it was his ability to pick the right kind of men who could handle other men which bulked

largely in the successful development of his business. His power of being able to select men, and then after giving them full responsibility leaving them largely to their own devices was probably the greatest single factor in his success.

Mr. Eaton was constantly on the lookout for intelligence—the capacity to understand—among his employees. He had the peculiar faculty of being able to take a man from one department, put him in an entirely different one and make him a success in it. He knew that it was their skill in being able to handle men and women rather than their technical knowledge which counted in making a department successful. He knew well that there were hundreds of employees who knew more about merchandise than either he or their managers and yet who would never make good managerial material. And he also knew that if a man possessed the essentials for a successful manager it was only a question of a little time and application before he would gain the technical

knowledge necessary to administer his department.

He fully realized the importance of having a contented lot of employees who would stay with him and not be forever changing positions. He knew that a well paid manager who had a stake in the community would be less tempted to spend his time and energy dabbling in other business enterprises than the poorly paid manager. He therefore encouraged his head men to buy good houses and develop hobbies so that they would be contented,—and he paid them well so that they could do so. He understood —what was sometimes forgotten by deputies —that success in a department depended a great deal on healthy and contented workers and the result was adequate pay, shorter hours, more holidays and better supervision of their welfare. He knew that the men who took a kindly interest in the welfare of the staff received better service than those who did not, though as previously stated that was not the motive underlying his interest.

Mr. Eaton valued an educated intelligent man very highly, but he appreciated intelligence more than education in his business. He had no use for book learning in itself and for that reason the illusory notion got abroad that he had a contempt for education. This was not true. It is true that particularly in his earlier years he could not see much use for so-called educated men in his own business, but he showed that he valued the friendship of educated people by cultivating the society of some of the best educated men and women in Toronto. But though he had no use for mere book learning he did appreciate the value of the one thing that a truly educated man has —a trained mind.

More and more as Mr. Eaton gave the direction of his business into other hands his mind was diverted from matters requiring action into different channels and he had time to become interested in what other men and women were thinking about. He was very fond of listening to his wife read to him. Mrs. Timothy

Eaton, had she been trained for the profession, would undoubtedly have made a great actress, for her dramatic ability is unique.

Mr. Eaton could never be induced to go inside of a theatre and though his family tried hard without success to get him to see plays like "The Old Homestead," he became interested in the dramatic training which his wife was taking and in the effect which it had had on her reading.

At Mrs. Eaton's suggestion he built the Margaret Eaton School of Literature and Expression, a replica of the Greek Library in Athens, to enable the School of Literature and Expression in which she was interested to develop in a larger way. When Mr. Eaton opened the door with a golden key and presided at the opening of the new School, he developed a novel experiment in education that was to make a deep impression on the educational life of the community.

The motto of the school "We strive for the good, the true and the beautiful," was the text

used by Sir Mortimer Clark, the cultured Lieutenant-Governor of Ontario, at the opening of the building in a very scholarly, thoughtful address on education. It was the last public function which Mr. Eaton ever attended.

Dr. Burwash, the late learned Chancellor of Victoria University, a great personal friend of Mr. Eaton, believed in the training as outlined in the School of Literature and Expression. He studied the question closely and was frequently consulted by Mr. Eaton on the matter. His only criticism was that the curriculum proposed for the Margaret Eaton School was twenty years ahead of the time because it was concerned with the development of individual personality and not with attempting to force that personality through a routine system which had the tendency to suppress individuality as was the practice in many of the schools of the time.

That Mr. Eaton had keen foresight is shown by the fact that the graduates of the Margaret Eaton School of Literature and Ex-

pression to-day are instructors in very many of the girls' schools and colleges in Ontario and Canada, in social service, physical education and dramatic art; while a large number of teachers of supervised playgrounds and many of those taking part and acting as instructors in legitimate drama and in folk-dancing are graduates of this school.

The Margaret Eaton School has also proved to be a centre of culture among women who have the leisure for studying the best in literature; among business women and school teachers who year after year attended the weekly classes in Browning and Shakespeare, and among other organizations which have engaged teachers from the school for various courses of lectures in literature and expression as well as instruction in swimming, dancing and the drama.

It is a strange thing that though Mr. Eaton himself never entered a theatre in his life he thoroughly believed in the art of dramatic ex-

pression, and that the Margaret Eaton School which he founded has been the prime mover and basis of the Little Theatre movement in Toronto.

CHAPTER XXI.

The Greatest Good to the Greatest Number

IN September, 1899, when Mr. Eaton was driving toward Toronto Junction on the way home from his farm at Islington, his pair of high spirited horses took fright and ran away. Mr. Eaton was thrown out and sustained extensive injuries, the severest of which was a broken hip. After several weeks in bed he was able to get about with the aid of crutches and canes but he was never able to walk without their assistance again for the broken hip bones never united.

An elevator was installed in the house to make it easy for him to get up and down stairs. For months, in a determined effort to overcome his disability, he daily practised walking be-

tween two heavy supporting handbars and rode a stationary bicycle, the only evidence of the torture he was undergoing being the beads of perspiration which rolled down his face. He bore the pain with unflinching courage and never complained, the nearest that he ever came to it being one day when he asked for something and a nephew dashed upstairs, two steps at a time, to get it. Looking at the young man on his return he said rather wistfully: "It must be grand to be able to do that."

In Muskoka one fine summer afternoon Mr. Eaton asked one of his office managers who was there on a visit to take him out rowing. Mr. Eaton steered while the other rowed. When well away from shore the man was put through a cross examination which he didn't like at all but there was no escape because the Governor was steering. Finally the boat was turned homeward and the deputy, thoroughly irritated, pulled lustily, hoping to get out of the difficult situation as soon as possible. Failing

to look over his shoulder to see where they were going he rowed on until the boat crashed into the dock. The sudden stop threw Mr. Eaton forward on his face and must have caused him intense pain. The engineer who was close by and hurried forward to help pick up Mr. Eaton whispered to the manager: "I wouldn't give ten cents for your job now!" Nothing more, however, was heard of the matter for Mr. Eaton realized that the accident was due to his own failure to warn the rower of the fact that they were approaching the shore.

Being deprived of normal movement of body failed to curb his restless energy. Of necessity he had to take to a wheeled chair, but he "carried on" much the same as ever. What he suffered no one will ever know. He drove down to business as usual but only for part of the day. He was wheeled through the store and saw what was going on with his own eyes. He kept his finger on the pulse of the big machine as he had always done. A broken hip was no

valid excuse for entirely giving up the pursuit of a lifelong task.

It might have been expected that a man of Mr. Eaton's unbounded energy and restless nature would have become irascible through suffering. To a man of vigorous nature accustomed to physical exertion and going about where he pleased without let or hindrance the loss of physical independence comes as a terrible tragedy. It meant the almost complete abandonment of all the hobbies which he loved and which had been his chief relaxation. He could not take the long horseback rides in the country with his wife or friends which he had enjoyed so much. He could still go driving and the satisfaction of handling a pair of skittish horses was yet possible, but he always had to take a groom. He was unable any longer to walk about the farm and through the barns at the Islington farm suggesting improvements and alterations. In the store where he had formerly gone about alone as he pleased it was now necessary to have people constantly about his

wheeled chair and the little group was conspicuous. From the time of his accident till he died, he ceased to be an independent being and was compelled to depend upon others for help and assistance. Yet undaunted he carried on as though nothing was the matter.

Instead of becoming irascible and embittered Mr. Eaton mellowed steadily in his later years. He took what had come to him as a true sportsman without a murmur and made the best of a bad job. He had two accidents subsequently. On one occasion he was thrown out of a carriage in Rosedale and badly bruised and shaken up. On the other occasion when returning from his farm at Georgetown with three of his friends the front wheel of the motor car slipped into a hole made by a washout on the crest of a hill and the sudden stop threw Mr. Eaton into the ditch breaking his other leg. With both legs powerless he was unable to support himself and two men had to hold him on the seat until they reached home. The leg was then set in plaster of Paris and the following

day he set out for his Muskoka home to undergo his convalescence. Most people would have required a few days to recover from the shock but this man did not seem to think it was necessary. The second break healed in the usual time and Mr. Eaton recovered the full use of that limb.

A year after Mr. Eaton's first accident his son, E. Y. Eaton, died. In spite of the fact that Mr. Eaton had had great vision, believed implicitly in the future of Toronto and Canada and had kept up with the expansion of the country by increasing the capacity of his business institution, he had now come to a period in his life when it was not easy to undertake huge new enterprises and lightly shoulder heavy responsibilities.

The West, at the beginning of the 20th century, was making tremendous strides along agricultural lines and its population was rapidly increasing. His son, John Eaton, having unlimited faith in the West, began to impress upon his father the fact that unless the

Eaton Company established itself in Winnipeg, some other company would do so and, by severing their lines of communication, cut off the whole of the western part of the Dominion from the Toronto selling organization. Mr. Eaton was not easy to convince but ultimately he gave in and agreed to the building of a huge Eaton store and mail order branch in Winnipeg. In 1904 a block of land was purchased on Portage Avenue and the sod turned in July of that year. A few days less one year later the formal opening of the new building took place. The whole responsibility of the new enterprise had been placed on the broad shoulders of John C. Eaton and when the testing time came his father found that his trust had not been misplaced.

The building was opened with all due ceremony by Mr. Timothy Eaton assisted by his grandson Timothy, John's eldest boy, aged four. The selling staff began with seven hundred employees,—a number which it had taken many years for the Toronto store to attain,

and within a few weeks twelve hundred and fifty hands were employed. Within two weeks the Winnipeg store was found to be too small and another storey was soon added to it, and since then, as in Toronto, other enormous buildings have been constructed to take care of the huge volume of trade which developed. The effect on Winnipeg of the new enterprise was far reaching. It tended to establish the retail business in the vicinity of Portage Avenue. It started the copper circulating in Winnipeg for the first time and it established the Saturday half holidays in Winnipeg as in Toronto. Otherwise the Winnipeg store and mail order departments are operated in a similar manner to those in Toronto. The same blue, white and red wagons and motor cars travel about Winnipeg as in Toronto and the same familiar features of the parent organization are everywhere in evidence.

Mr. Eaton's philosophy might perhaps be best summed up in the phrase which he was fond of employing: "The greatest good to the

greatest number." It was probably a slightly modified form of Jeremy Bentham's doctrine of: "The greatest happiness of the greatest number,"—a formula which may be taken as the expression in unemotional terms of utility of the passion of pity for the common people which lay at the heart of the religious revival known as "Methodism." Originally this sect, organized by John and Charles Wesley for the purpose of promoting religious study, had developed an eminently practical enthusiasm "to remedy the guilt, the ignorance, the physical suffering, the social degradation of the profligate and the poor." Mr. Eaton was undoubtedly familiar with these ideals.

This phrase obviously included a belief in the natural equality of man at large. It is an expression of the new humanity now shared virtually by all those who toil and spin, women as well as men. It is obviously opposed to anything which might be considered "class." It was something which concerned the welfare of all the people. It is fundamentally a demo-

cratic phrase indicating the belief (whether it is actually true or not) that what was best for the majority was best for all. It contained the essence of the accepted belief that what was good for the majority either in legislation or custom must prevail. The more the phrase is pondered the more there appears in it.

What Mr. Eaton really meant by "The greatest good to the greatest number" has never been recorded. The phrase was used extensively in the store advertising at a time when there was great depression and many smaller stores were closing up. The Eaton store, however, kept on growing rapidly and was blamed for creating too strong competition and ruining the smaller stores. It may have been that the phrase "The greatest good to the greatest number" was intended to indicate that though all people are consumers and comparatively few are distributors if a certain plan of distribution benefits the consumer then it is good even though some distributors suffer.

Mr. Eaton applied the idea in dealing with

the public. He sold the kind of goods which the majority of the people wanted, not what a comparatively small section of the wealthy public desired. The latter didn't interest him particularly. He wanted to give his customers good values in popular priced merchandise, the very best which could possibly be sold for the money.

For example, it was the general custom in those days to import calicoes from Great Britain to sell in the Toronto shops at eight, ten and twelve cents a yard. Mr. Eaton bought thousands of yards of calicoes from the United States which, though not quite so good in weave, were infinitely better in pattern and color. These he sold for five cents a yard where others on account of their smart appearance were inclined to charge as much for them as for the more expensive British goods.

He worked out the idea of the greatest good to the greatest number in dealing with his employees. Had it been possible he would have paid larger wages and given more holidays than

he did. But he could do no more than was compatible with the carrying on of his business successfully. As he grew stronger financially he demanded less work in the week and gave more pay for the work done by his employees —his business associates.

A philosophy which included the belief that all men are born free and equal and have the right to the pursuit of happiness is not going to let the man who really believes and lives it get very far away from the fundamental things of life. It is a philosophy which is inimical to the growth of a spirit of egotism, vanity, pride and all the consequences which result from these poisonous defects. It is opposed to the development of harsh and oppressive measures in dealing with employees. Mr. Eaton did possess this philosophy and though he was a most determined character he was perfectly simple and unaffected in all which he did and said.

He never realized his own greatness or was impressed by his wonderful success. One day

after his accident a visitor at the house read him a story about a man who struggled to become great and failing to do so died leaving a son. The son grew up and he too struggled to become great and in due time died having also proved unsuccessful. His son also in course of time grew up and making no struggle to become great developed into a very great man. The struggles of the fathers, though unsuccessful for themselves, had not been in vain. Mr. Eaton listened with great interest and then leaning forward said with intense eagerness: "Perhaps that will be Jack." It never dawned upon him that it might possibly be himself.

The following appreciation of Mr. Eaton appeared in *The Globe* on September 9, 1905:

> "There is hardly a name in Canada, with the possible exception of the Prime Minister, so well known to the people at large as that of Mr. Timothy Eaton. Mr. Eaton stands out pre-eminently in the Dominion as the typical merchant prince, or, more truly, perhaps, so enormous and varied are the interests that have sprung up

under his name, the typical captain of industry. By no one has the ideal of the departmental store been brought to greater perfection. The Eaton store is a model among the establishments of its kind on this continent and in Great Britain and is frankly regarded as such by the proprietors of the greatest stores of New York, Chicago and Philadelphia. Widely famed as Mr. Eaton is throughout Canada, his features are seldom seen in the public press, and he is little known personally to the world at large. He had taken little part in public affairs, rightly concluding, no doubt, that by the proper conduct of his immense and intricate business and by studying respectively the welfare of his army of employees—there are six thousand of them in the Toronto store alone—and the best interests of the public, he is a greater influence for good in the community than were his time given up to politics of the day.

"Nevertheless, one hears of Mr. Eaton now and then in the field of philanthropy, and many an institution having for its object the relief of suffering or the improvement of the humbler classes has been rejoiced by the magnificence of his subscrip-

tions, though the facts with regard to few of these have ever reached the public. Personally, Mr. Eaton is a quiet, unassuming gentleman, who does not obtrude business matters into the ordinary affairs of life, and is able to enjoy simply and pleasantly the large measure of fortune that has crowned his enterprise."

* * * *

One year at the Christmas season the manager of a certain department put in an application for extra delivery wagons for the day before Christmas. His request was refused. The day before Christmas he had several wagon loads of parcels piled up without any prospect of getting them delivered when Mr. Eaton and Mr. E. Y. Eaton appeared on the scene.

"Why haven't you got these parcels out?" asked Mr. Eaton.

"Because I asked for extra wagons and they were refused," was the reply.

The explanation didn't go and Mr. Eaton added insult to injury by saying: "You have made a mess of it!"

The manager got very angry and wanted to resign then and there but the chief wouldn't listen to him. The extra wagons were forthcoming and the goods were delivered on time.

It was several years afterwards in the year 1907 when that manager was asked one day to drive home with Mr. Eaton. The two drove from the store and not a word was said until they turned up Spadina Road a short distance from Mr. Eaton's home. Then Mr. Eaton said: "Do you ever get angry now?"

"I try not to," was the answer.

"That's right—that's right—never get angry. It's no use," said Mr. Eaton. Nothing more was said till they got to the house and the man was helping the Governor out of the carriage, when the latter observed:

"I saw you angry once."

"Yes, sir, I remember."

It was the last day that Mr. Eaton ever set foot in the store.

CHAPTER XXII

The Close of a Great Career

ON Thursday, January 31, 1907, Mr. Timothy Eaton died. His end came suddenly. Until a couple of weeks before his death he had been enjoying fairly good health, but a few days before his death contracted a cold which developed into pneumonia. This, however, was not considered to be very serious till early in the morning of the day he died, when a collapse came suddenly and a few hours afterwards he passed away.

Half an hour after his death the news was being whispered from mouth to mouth in the streets. The people in the Eaton store who learned the news on being asked to leave the premises were the harbingers and by noon everybody in the city had learned the sad tidings. The stores and factories both in

Toronto and Winnipeg were closed and the blinds drawn. Out of respect to his memory all the great mechanism which he had been building for thirty-seven years was stopped for three days.

The tributes that were paid to the memory of Mr. Timothy Eaton gave some indication of the large place he had filled in the estimation of the people, not only of this city but of the whole Dominion and even beyond. Cablegrams of sympathy, telegrams, letters and personal messages were received by the hundreds, if not by the thousands, and they came from overseas as well as from every section of Canada and the United States. Included in the expressions of condolence was a telegram from the Governor General of Canada, Earl Grey.

On the casket which stood in the entrance hall was the simple inscription: "Died. Timothy Eaton, January 31st, 1907, in his 73rd year." Behind it and around were banks of flowers in astonishing profusion and the lower rooms of the house were filled with them.

THE CLOSE OF A GREAT CAREER

From 2.30 till 6 p.m. on Friday over two thousand, five hundred people, mostly employees, took a farewell look at the remains of their late employer. Up till 10 o'clock in the evening a further stream of friends and intimate acquaintances called to pay their final tribute. On the following morning the procession still kept up and until the time came for the last arrangements to be made several thousand people had availed themselves of the last opportunity to see the body.

From east and west, and from the northern suburbs to the business section of Toronto the people came in thousands; by their presence they testified to the respect in which they held the merchant prince who, by his gigantic grasp of business and far-seeing mastery of the problems of trade, had established an epoch in the commercial history of the city.

On Saturday afternoon the crowd commenced to gather near the house by two o'clock and by three o'clock the sidewalks, vacant lots and verandahs from the Walmer Road Baptist

Church to St. George Street were jammed with waiting thousands. Hundreds of carriages lined all the side streets for blocks around. The day was raw and the thousands that stood in that waiting concourse in the cold, damp air became chilled to the bone. Towards four o'clock the rain began to fall and caught most of the spectators without umbrellas, adding to their discomfort; nevertheless they stood and stamped their feet in an attempt to keep warm. The eloquence that grief lent to the words of the clergymen who took part in the public service in the house of mourning was but an echo of the multitudes on the streets. It was one of those rare occasions when the rich and the people in moderate circumstances, the distinguished and the lowly ones united in heartfelt testimony to true worth.

The throng, composed of his associates, assistants, dependents, patrons, friends, acquaintances and strangers, was so dense that it was difficult for the police to preserve a passage for the carriages which were continually arriving

and many had to stop blocks from the house. Included in those who were present at the funeral service were the Mayor, the controllers and aldermen of the city and the Speaker representing the Government of the Province; prominent representatives of the University of Toronto, the various professions, as well as the churches and the Salvation Army. The funeral procession which included more than two hundred carriages, many motors and a foot cortege of several thousands then proceeded to Mount Pleasant Cemetery, where the last rites were paid to one of the greatest citizens Toronto has known.

In his own home land in the far away north of Ireland, where Slemish, capped with mist, has brooded above the graves of his forefathers from of old, it is a word that the dead are happy on whom the rain falls. It is an expression of faith in the sympathy with which earth and sky and sea are bound together with human life.

Seldom has the passing of a citizen excited

such a real concern and interest as the death and burial of Timothy Eaton. There was just such an expression of public feeling when George Brown was borne to the grave more than a quarter of a century before. Again the like was witnessed when Alexander McKenzie was buried, and still again when Dalton McCarthy was cut down in the fulness of his strength and at the zenith of his usefulness. But Brown, McKenzie and McCarthy were great public figures. Their names were in the mouths of men through all the shocks and changes of party controversy; they were familiar to the community from many public appearances and long identification with the forces of government.

Mr. Eaton was but once seen on platform; his politics were unknown. His voice was never heard in any public controversy. Whence, then, came the extraordinary interest in his personality and his exceptional command over the respect of his fellows? Was it because the people realized that the man was expressed in

the great business which he had builded, whose foundations were laid in faith and courage and reared in simple integrity?

The departmental store rests upon no legislative rights and enjoys no natural monopoly. It can exist and thrive only by serving the general community. Like new processes of manufacture it revolutionizes old methods and necessarily occasions a certain loss and confusion, but in the end good comes and the mass of the people benefit.

Mr. Eaton insisted upon candor and honesty in every department of his great enterprise and he believed that upon no other basis could an enduring success be established. He would have nothing in his business for which it was necessary to apologize. He was strong but not vindictive. He was powerful but not unjust. He would do but seldom explain, and he relied for his success upon simple rectitude and a system.

It is fair to judge a man's work by its results and one who has established important indus-

tries, shortened hours of labor, afforded employment to thousands of people at fair wages and under good conditions, improved methods of sale and distribution and won the confidence of the buyers of a whole nation has accomplished results for which the generation may be grateful, and in which his posterity may rejoice.

It is to the honor of our human nature that we speak well of the dead, but the great crowds which lined the streets, and the long cortege which followed Timothy Eaton to Mount Pleasant, showed that he was understood while he lived and that whatever his faults and failures his personal force, his acute business genius and his rugged integrity had seized upon the hearts and the imagination of the community.

Perhaps no more significant estimate of the man and his work can be given than that in the following editorials which appeared in the Toronto press at the time of his death:

Editorial, *The Mail and Empire,* Toronto.

"In the history of Toronto there has seldom occurred an event that so profoundly

stirred the feeling of all its people as the announcement yesterday of the death of Mr. Timothy Eaton, founder of the great establishment that has made his name a household word throughout Canada. Nor were the expressions of regret confined to the residents of Toronto, for East and West, and beyond the seas, where branches and subsidiary enterprises of the company have been established, and, indeed, in every hamlet of the Dominion where the idea of business by the mail order system has permeated, the news was quickly known and the same opinion voiced, that the greatest of Canada's merchant princes had passed away.

While the death of men prominent in politics and public life excites a transient interest and brings forth tributes of respect, it is seldom that the passing of a man who has devoted his life to his own business creates such a universal feeling of regret, and the warm sentiment of the general public toward the deceased himself, who, with his wonderful conception of the future of Canada, had the genius and ability to develop the plans that have been so successfully worked out and the honesty and integrity to compel strict ad-

herence to his own moral standard in business affairs, with the result that he achieved the highest possible position in the commercial world, and took a creditable part in the development of his adopted country.

The influence that the efforts of Mr. Eaton had on the business life of Toronto was displayed even to the casual passerby yesterday afternoon by the absence of the usual bustle and activity around the square between Yonge Street and the City Hall. The big store so long known as almost a human beehive was desolate and dark, the crowds on the sidewalks were gone, and even on the streets the saddening influence of the drawn blinds appeared to have its effect. Neat little cards in the windows announced that, owing to the death of Mr. T. Eaton, the store would be closed until Monday morning. Hundreds of would-be customers, yet ignorant of the event, approached the doors and sought entrance, but turned away with a shock as if it were a personal friend that had passed away. Quickly the news spread throughout the city, and in every quarter the same depth of sympathy was found, illustrating the wonderful hold

which the name of the deceased had taken on every class of people.

In the store itself yesterday morning the news quickly spread from counter to counter, and business was at once suspended. The clerks could not have continued to serve their customers in any event, as the guiding spirit of the vast institution was personally known to almost every employee, and it seemed only a day or two since he had been wheeled through the store with his kindly smile and nod for all he met. The order for the closing was therefore not unwelcome, and quickly the customers were apprised of the sad event, and the usual routine of closing time gone through with. Word was sent to the branch in Winnipeg, and the store there also was closed, as well as the offices in London and Paris. The city employees will be allowed to view the body between two and six o'clock this afternoon in order that the funeral services on Saturday afternoon may not be delayed by the crush.

The illness which finally resulted in the death of Mr. Eaton attacked him about ten days ago, when he was confined to his house by a severe cold. The pa-

tient was not considered seriously ill. It had been thought that the illness was but an attack of la grippe, which would easily be thrown off, but acute pneumonia developed on Wednesday night, and Mr. Eaton lost consciousness at two o'clock yesterday morning, gradually sinking until 10.20 a.m., when he expired.

THE LATE TIMOTHY EATON

Editorial, *The Globe,* Toronto.

The most prominent figure in Toronto's commercial life has been called away with startling suddenness, and his life and work, in the full flush of activity, challenged the verdict of his time. Mr. Eaton is entitled to a foremost place among the leaders of the modern commercial revolution which has given the retail trade a new and higher standing in the commercial world.

Economically considered, the chief changes effected by this revolution have been the elimination of one or two transfers between middlemen in the progress of goods from the manufacturer to the consumer, and the abandonment of the practice of personally forcing goods on unwilling customers. In these changes there has

been an immense saving of human effort, and the public as well as the men first to adopt them have reaped the benefits.

Labor-saving inventions or innovations are quite as important in the sale of goods as in the manufacture or transportation, and those first to dispense with urging and canvassing salesmen and with needless commercial transactions between manufacturer, jobber, wholesaler, and retailer naturally achieved great economic results.

In shortening hours and in adopting the cash system Mr. Eaton has helped to accomplish important sociological results. To an army of clerks relieved in the early evening, and for the usual Saturday outing, life took on a different aspect from that presented to the wearied victims of long hours and close confinement. Consumers also found the benefit of a system to which they sometimes reluctantly conformed, and they profited by the leisure that resulted from promptness and despatch.

The cash system has been instrumental in cutting off the waste attendant on a multitude of small credits. It has had a still more important and far-reaching effect in reforming and correcting careless and

wasteful habits in domestic management. These and similar reforms and improvements were made possible by basic changes which have transferred the eagerness from sellers to buyers, and put the great organizing merchant in a position to dictate times, terms and conditions to his customers.

The moral influence of the commercial revolution in which Mr. Eaton has been Canada's leader is still more pronounced. He has made it clear beyond the possibility of doubt that even from the low standpoint of commercial gain the greatest success is achieved by frank, open honesty in business. He has given the lie to the many aphorisms that hopelessly declare the might and power of chicanery and deception. There is a healthy, moral atmosphere in a store that is ready to return the money of a dissatisfied purchaser, and that atmosphere has given modern retail trade a standing that could never be attained by the shrewdest of questionable self-seeking.

Mr. Eaton's name stands forth as that of a great commercial organizer, with keen discernment as to the needs of the public, and executive capacity to direct and control an extensive and complicated business

enterprise. But it stands forth with far greater distinction as that of a man of strict integrity, who carried into his business the highest principles of commercial morality, and whose success was an elevating force throughout the wide field of his commercial and personal influence.

But Mr. Eaton was more than a great organizer of business. Behind all his planning for the simplification of methods and the extension of trade was an interest in life itself, and especially in the life of the great multitude of the world's workers.

In a speech on a recent occasion he referred to the great changes that had come over the business world within his own lifetime, especially in the way of shorter hours and more rational conditions, and he ventured to predict the issue of the movement to which his own policy gave both impulse and direction. "I may not live to see it," he said, "but some of you younger men, I hope and believe, will see the time when the world's business can be done in five working days, and better done than in six, and when Saturday will be given up entirely to recreation and Sunday to rest and worship."

That conviction was based on a study and observation of economic laws, but it had in it something of the true leader's vision. He saw beyond the skyline of mere trade, and had a care for the worth and dignity of the life that must be turned into the machinery of trade to make its wheels go round. He believed in the humanity of commerce and in the divinity of human life, and his own contribution to the industrial and commercial life of Canada was not merely in the better organization of business, but even more vitally in the humaner conditions of service which he helped to bring about, and in the better ideals toward which he strove.

If the time is at hand when by the improving of mechanical appliances and the civilization of business methods both the captains of industry and their army of workers will have one whole day for the recreation of the wasted nerve and tissue and blood, and one for the refreshment of the life of the spirit, something of the credit will be his who saw the day coming from afar and was glad. . .

THE CLOSE OF A GREAT CAREER

DEATH OF MR. TIMOTHY EATON

Editorial, *The Star*, Toronto.

One might speak of Mr. Timothy Eaton as a successful man in the ordinary sense—a man who struck out on new and original lines, and built up an immense business, one of the striking features of the City of Toronto. In this moment we prefer to think of him as a man of genuine kindness of heart, sterling honesty and transparent simplicity of character, and above all to remember that he carried these qualities into the conduct of his business.

Too often we see that when a business is enlarged so as to lose the sense of personal intimacy with the customer, the business ceases to have a heart and a conscience, and the only object is to make money and earn dividends. With his large staff of employees and his immense body of customers, Mr. Eaton never lost the sense of personal responsibility. He to a large extent fulfilled the ideal laid down by Ruskin in his "Unto This Last." He regarded the position of a merchant as a post of duty. He never sheltered himself behind the selfish and dishonest maxim, "Let the buyer take care of himself." He rather con-

sidered that the merchant should be an agent or trustee for the buyer, bound to give him fair value, and to do him good service.

The position taken by Mr. Eaton in shortening the hours of work was an immense boon to all who are employed in the retail trade of Toronto. We may be sure that he was actuated then, not merely by kindness of heart, but by a sense of justice and a desire to give fair play to all with whom he came in contact. We prefer to emphasize this feature of his character rather than his charity and other amiable qualities, because the future of Canada depends largely upon commercial honesty, upon honesty and fair play in all relations of life; and if we forget everything else, we should try not to forget that the man who has passed away achieved success not only in the commonly-accepted sense, but in the sense of doing his duty in the field of commerce with all the fidelity and loyalty of a good soldier.

"Kit," *The Mail and Empire,* Toronto.

A good man. That was Timothy Eaton. God's good man. There is a perfume attaching to the name and life of such a man not to be reached by those whom only

Fame has crowned. Mr. Eaton was necessarily a great man. The result of his vast business enterprises shows that, but there was something so thoroughly good, clean—one might say, holy—in the whole life of the great merchant prince, something so lovable in his quiet, reticent way of doing good, something so wonderful in the steadfastness with which he wrought from nothing a great fortune, that you come back to the word good—a good man which sums it all up.

He "made good" in his fight with this world, honestly and uprightly; and in an age when business men are apt to go to pieces and end a long life in disgrace, it is small wonder that we should point with pride to such a man as Timothy Eaton, and be fired with a desire to try to do as he did, to live soberly, sanely, wisely; to pursue our business earnestly and honestly; to hold fast to a saving religious faith, letting infidelity and "free" thought, this fad and that, go by.

It was a beautiful life; a beautiful death. They say he looked as one who already knew the heavenly peace and rest. He will long be mourned and never forgotten, and I doubt not when Patrick's Day comes

many a shamrock will find its way to where the grand old Irish-Canadian lies at rest.

The World, Toronto.

The life of Timothy Eaton is a bright page in the annals of success. Hard work was the basis of his success. He was a hard worker not only in the gigantic business which he built up but in living up to his ideals of fatherhood and good citizenship. The same power of discernment, determination and intelligence that he brought to bear upon the up-building of his enormous business he brought to bear upon his daily life, his personal conduct and his relations with men and things in the community. He took thought in all things.

Little things have a far-reaching effect upon our lives.

TIMOTHY EATON

Editorial, *The Telegram,* Toronto.

A greater merchant than Timothy Eaton never lived in any age or any country.

Canada is prone to measure greatness according to the success achieved in politics, in finance, or in railway building.

Timothy Eaton was not in politics, in finance or in railway building. His gen-

ius was pitted against the difficulties of a problem more perplexing than the problem that has tested the mettle of men whom Canada reckons great in politics, in finance and in railway building.

Other countries have greater politicians, greater financiers, greater railway builders than Canada can boast of. No country has, or ever had a greater merchant than Timothy Eaton.

The Napoleonic sneer to the effect that Britain was a nation of shopkeepers was meant to serve as a mark of shame. That sneer became a badge of glory. To Timothy Eaton more than to any other man, living or dead, is due the high rank that Canada has achieved among the shopkeeping nations of the earth.

Toronto was a small city, and Canada was a country of limited possibilities when Timothy Eaton began to work out the dreams of his unique business genius. The working materials that lay ready to hand were unpromising, compared to the materials that larger populations provided for the great merchants of England and the United States. Timothy Eaton went to work and created a business system that in extent and efficiency will take its place with

the greatest mercantile houses in the world.

The genius that modernized and revolutionized the retail commerce of Canada was necessarily concentrated. The powers of Timothy Eaton's life could not be distributed over a large variety of human interests. The demands of the business that his genius created and his energy extended did not exclude care for other interests. The powerful aid that Mr. Eaton rendered to humanity by shortening the work hours of his thousands of employees was a glory added to the splendors of success in business.

Timothy Eaton will be long remembered in the city which he helped to build up and in the country which learned to know his name as a household word in almost every home. He had the rare gift of attracting high ability into his service, and he will not soon be forgotten by the lieutenants who followed him through all the conquests of a great career. Above all, he will be remembered in that inner circle where there is mourning for a husband and father. Toronto has lost a great citizen. Canada has lost her greatest merchant, and public sympathy will offer the sincere tribute to the mourners whose loss

is heavier than all the regrets of the world outside the home.

Toronto in honoring the memory of Timothy Eaton, pays a deserved tribute to the genius that created employment for thousands of workers.

Wealth and success, in terms of dollars and cents, may mean nothing more than the ownership of inherited land that has borrowed its value from the growth of a city.

The wealth of the late Timothy Eaton implied merit. His success meant usefulness.

Toronto benefited by the powers of a business genius who is sincerely mourned and will be long remembered by a city that has lost a chief builder of its greatness.

To be very successful in business life and to retain the respect and even admiration of associates and competitors is a tremendous triumph for a long life. Such was the triumph for Timothy Eaton. He showed that it was possible for a man to earn millions without losing his own respect or the respect of his fellow citizens.

And still it is true that "only the actions of the just smell sweet and blossom in the dust."

It would be entirely appropriate to place somewhere in the great departmental store which he founded the epitaph inscribed on the tomb of Sir Christopher Wren in the Cathedral which was the crowning glory of his career—*Si monumentum requiris circumspice*: If you ask his monument, look around you.

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